

TABLE OF CONTENTS

Introduction.....	1
Turaaqtavut	2
Environmental Scan	3
Inuit Employment - Departments	4
Executive and Intergovernmental Affairs	5
Finance.....	6
Justice	7
Culture and Heritage.....	8
Education	9
Health.....	10
Family Services	11
Environment	12
Community and Government Services.....	13
Economic Development and Transportation.....	14
Inuit Employment - Corporations	15
Nunavut Housing Corporation	16
Nunavut Arctic College.....	17
Nunavut Business Credit Corporation.....	18
Nunavut Development Corporation	19
Qulliq Energy Corporation	20

This page is purposely blank.

INTRODUCTION

“*Turaaqtavut*” 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 *Turaaqtavut*, the 2018-2021 Business Plan of the Government of Nunavut is the formal statement of the Government’s goals for the next three years. It includes the plans of ten departments and 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 *Turaaqtavut*. This is followed by an Environmental Scan, an Inuit Employment Plan, and Core Business sections, which detail program areas and tactical/operational priorities for the next three years.

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

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

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 crown corporations, their business lines, Inuit employment targets and objectives, as well as the corresponding budgets contained in the Government of Nunavut’s 2018-2021 Main Estimates. For each line of business, a status report is provided on priorities identified for the 2017-2018 fiscal year. New priorities for each program are outlined for 2018-2021.

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.

This page is purposely blank.



Turaaqtavut

Government of Nunavut Priorities

This page is purposely blank.

Vision

Nunavut will turn 20 years old during the Fifth Assembly's mandate. Children who were born into a brand-new territory in 1999 are beginning to have babies of their own. As they grow to adulthood, they will face greater challenges and opportunities than any of us imagined when Nunavut was conceived.

As we look ahead to the next 20 years, we envision Nunavummiut living with a sense of personal well-being, and in harmony with one another and our land. We respect one another and express pride in the accomplishments of our people.

We respect our Elders and call upon them to help us remember the past and use it to shape our future. Twenty years from now, we envision that families, communities, government, and other organizations work in partnership to provide care and support to Nunavummiut as they age.

Our youth are positive-minded and take advantage of opportunities for education, travel, and employment. There are more Inuit professionals in our communities and our public service.

We function as an inclusive and balanced society in which people and communities contribute to a positive future for all. Government supports communities to build on their strengths, and enables their self-reliance.

Our economy is growing. We manage our renewable and non-renewable resources for long-term sustainability and are adapting effectively to climate change. Inuktitut is a living language that is used prominently in our workplaces and our daily lives.

Nunavut is known and valued in Canada and internationally as a distinct territory, with a different environment, a vibrant Inuit culture and language, a unique way of governing, and a distinctive perspective on issues and opportunities in the Arctic.

We are strongly connected to one another across the territory, and with the rest of Canada and the world. We work collaboratively with partners and allies to achieve the aspirations of Nunavummiut and fulfill the bright promise of Nunavut.

Guiding Principles

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 make government more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation and policy.

Priorities

During this mandate, we will take action as a government in five priority areas:

- We will work towards the well-being and self-reliance of our people and our communities through *Inuusivut*.
- We will develop our infrastructure and economy in ways that support a positive future for our people, our communities, and our land through *Pivaallirutivut*.
- We will provide education and training that prepares children, youth and adults for positive contributions to society and for meaningful employment through *Sivummuaqpalliajjutivut*.
- We will strengthen Nunavut as a distinct territory in Canada and the world through *Inuunivut*.
- We will work in partnership to advance the goals and aspirations of Nunavummiut through *Katujjiqatigiinnivut*.



Inuuvit

Nunavut is a vast territory, comprising 20 per cent of Canada's land mass. Our population is approximately 38,000, and continues to grow rapidly. More than 30 per cent of our population is under age 15 and the number of seniors has doubled since 2004.

Our people and communities are widely dispersed across our land, which presents great challenges in the delivery of health and social programs and services. Food and housing are costly, and our housing stock is insufficient to meet the needs of our population.

Self-reliance is the foundation of our way of life, enabled by traditional knowledge and contemporary knowledge and tools. Individuals, families, communities, and government share a responsibility to encourage and support self-reliance.

We will work towards the well-being and self-reliance of our people and our communities.

Our priorities are:

- Valuing our Elders by listening to them, paying attention to their traditional knowledge, and meeting their needs for care in the territory;
- Responding to the needs of Nunavummiut for safe and affordable housing and food security;
- Enhancing the health care services that are available in the territory;
- Increasing support for community-based justice and healing programs to address family violence and sexual abuse; and
- Improving the outcomes of mental health, addictions, and family counselling through existing and traditional counselling systems.



Pivaallirutivut

Nunavut is an under-developed territory within Canada – a developed country. Our infrastructure is aging and does not meet the needs of the growing numbers of youth and Elders. Too many of our people are sent out of Nunavut for treatment or for the types of ongoing care that could be provided in the territory.

Nunavut's mixed economy includes a relatively large public sector and a growing mining industry. Traditional land use activities are an important part of the economy. Small business and other economic sectors hold great potential, but are currently underdeveloped. The costs of travel and transportation contribute to the high cost of living and doing business in the territory.

Nunavut is rich in renewable and non-renewable resources. However, Arctic ecosystems are fragile and vulnerable to climate change. Government must engage actively in co-management and development of the territory's resources to ensure that Nunavummiut can enjoy a strong relationship with our land for generations to come.

We will develop our infrastructure and economy in ways that support a positive future for our people, our communities, and our land.

Our priorities are:

- Investing with partners in infrastructure that enhances our well-being as individuals and communities, including facilities for Elder care and addictions in the territory;
- Connecting Nunavummiut to one another and the rest of Canada through strategic investment in infrastructure such as roads, telecommunications, and transportation;
- Diversifying and improving economic opportunities to encourage community self-reliance and provide local employment through traditional industries, arts and culture, small businesses, mining, fisheries, and other sectors; and
- Developing and managing our renewable and non-renewable resources for the long-term benefit of Nunavummiut.

- Improving supports for postsecondary students and postsecondary programs that develop the knowledge and skills that we need in Nunavut; and
- Providing workplace education and training for public servants, with an emphasis on increasing Inuit employment and developing strong Inuit leaders for government and the territory.

ᐃᐅᓂᓄᓃ

Inuunivut

Nunavut was created in 1999 under a comprehensive land claim agreement that was envisioned and negotiated by Inuit, who make up approximately 85 per cent of the territory's population. Nunavut is unique in its vast Arctic geography, its majority indigenous population, and the model of governance established by the Nunavut Agreement.

Under legislation, the Inuit language, English, and French have equal status. Nunavummiut have the right to service in their official language of choice. The Inuit language is protected and government must promote the quality and use of Inuktitut throughout Nunavut society. There is no other jurisdiction in Canada that provides this level of statutory protection to an indigenous language. It contributes to Nunavut's distinct qualities.

As a public government, we must respond to the needs of all Nunavummiut, while honouring Inuit culture and values, protecting the Inuit language, and respecting Inuit aspirations for Nunavut.

We will strengthen Nunavut as a distinct territory in Canada and the world.

Our priorities are:

- Ensuring that government programs and services are more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation and policy;
- Enabling the Inuit language as the working language of the public service through training and performance incentives; and

- Strengthening the foundations for a fully functional, bilingual society in Inuktitut and English or French.

ᑲᑲᑦᑲᑦᑲᑦᑲᑦᑲᑦ

Katujjiqatigiinnivut

The Nunavut Agreement sets out governance and co-management arrangements that require the territorial government to work in partnership to meet the needs of Nunavummiut.

The public service has matured since 1999, however, we must continue to develop capacity and capability while fulfilling our obligations under Article 23 to achieve a representative public service. At the same time, we must ensure that government operates efficiently, effectively, and responsibly.

We will work in partnership to advance the goals and aspirations of Nunavummiut.

Our priorities are:

- Fulfilling our obligations under the Nunavut Agreement;
- Establishing strategic partnerships with Inuit organizations, the federal government, and the private sector to meet the needs of our communities;
- Continuing to strengthen human resource capacity across the public service;
- Refocusing our human resources policies and programs on Inuit employment at all levels of the public service; and
- Ensuring that government structures, processes, and programs operate in a fiscally responsible manner that supports action on our priorities and meets the needs of Nunavummiut.

This page is purposely blank.



Environmental Scan

This page is purposely blank.

ENVIRONMENTAL SCAN

Demographics 1

Geography..... 3

Economy 3

Social and Cultural Factors 8

Environment 20

Energy and Infrastructure 22

Resource and Capacity Challenges 25

Governance 29

This page is purposely blank.

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.

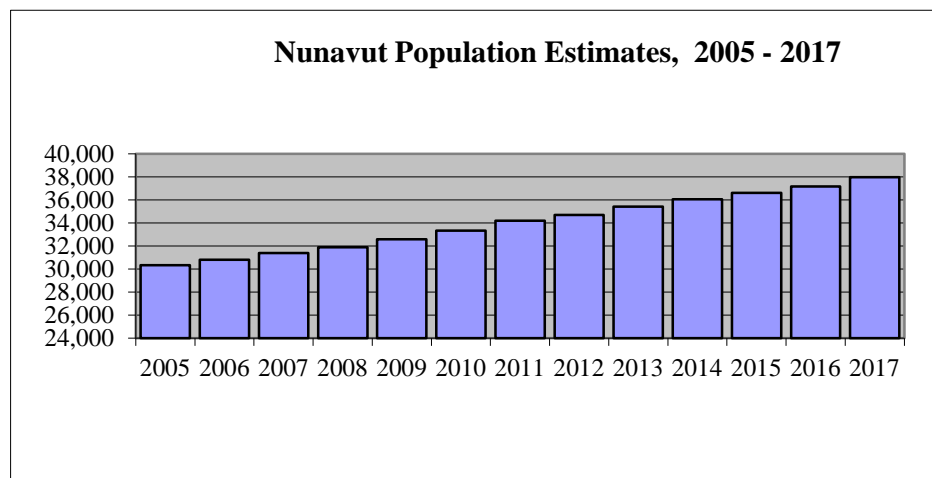
The environmental factors having the most direct impacts on our work include:

- 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 1.9 percent annually since 2005. In total, the population has grown by 25.2% percent over the past 13 years. By comparison, Canada has grown an average of 1.1% annually or by a total of 13.9% over the same period.



Source: Statistics Canada, Demography Division

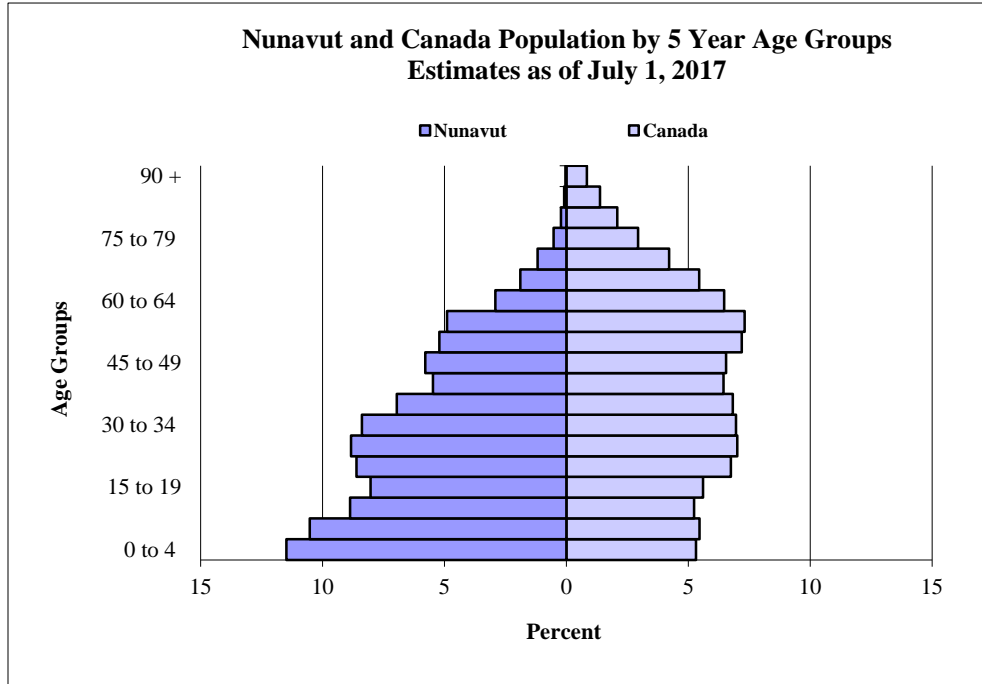
As of 2017, the median age of the Nunavut population was 26.4 years, compared to 40.6 years in Canada. The youthfulness of Nunavut is apparent, as 30.9% of the population is below the age of 15, compared to 16.0% in Canada. Despite the youthfulness, the number of seniors has doubled since 2005. Nunavummiut over 64 make up 4.0% of the population, as compared to 16.9% in Canada.

Nunavut and Canada Population by age groups
Estimates as of July 1, 2017

Age Groups	Nunavut	Canada	Nunavut %	Canada %
Less than 15 years	11,735	5,877,081	30.9	16.0
15 to 64 years	24,750	24,635,458	65.1	67.1
65 years and over	1,511	6,195,544	4.0	16.9
Total	37,996	36,708,083	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 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 37,996 (as of July 1, 2017). This results in a population density of only 0.02 people per square kilometre. By comparison, Canada has a population density of around 3.6 people per square kilometre (based on 9.985 million km², with a population of 36,708,083).

Nunavut Community Population Estimates as of July 1, 2017

Iqaluit	8,011	Naujaat	1,099
Arviat	2,687	Coral Harbour	915
Rankin Inlet	3,106	Kugaaruk	860
Baker Lake	2,197	Hall Beach	855
Igloolik	1,677	Sanikiluaq	914
Cambridge Bay	1,985	Arctic Bay	973
Pond Inlet	1,790	Qikiqtarjuaq	631
Pangnirtung	1,678	Chesterfield Inlet	395
Kugluktuk	1,664	Whale Cove	454
Gjoa Haven	1,484	Kimmirut	514
Cape Dorset	1,623	Resolute	247
Clyde River	1,088	Grise Fiord	142
Taloyoak	989	Unorganized Areas	18

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 a relatively large public sector and an expanding mining industry. Other industries hold great potential for growth, such as fisheries, the arts, and tourism.

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

Economic Development and Entrepreneurship

Compared to other Canadian jurisdictions, the private sector, particularly small Nunavut-based businesses, represents only a small portion of the economy. Many business opportunities require management skills, capital, and marketing expertise that small business owners and potential entrepreneurs do not possess. There is a need to support the young and growing population of Nunavut through education, training, and skills development in business. Local human resource capacity issues limit the growth of the economy generally, and the entrepreneurial sector in particular, which can be addressed through education and skills development.

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 and petroleum exploration and investment.

Despite the Government of Canada's moratorium on offshore oil and gas leasing in the country's Arctic waters through to 2021, the Government of Nunavut acknowledges that the industry has the potential to generate significant economic benefits for Nunavut, insofar as such activity is permitted to develop under favourable market conditions.

The development of Nunavut's mineral resources is consistent, and shows great potential. In recent years Nunavummiut have benefited significantly from mine development, exploration, and mineral production.

The mining sector represents up to a quarter of Nunavut's economy. Mineral and metal commodity prices posted solid gains overall in 2016, and have been relatively stable through to the start of 2018. Strong, stable prices have supported the development of Nunavut's three operational mines, and have ensured new mining operations can open within their more optimistic timeframes.

Gold production at Meadowbank mine, operated by Agnico Eagle Mines Ltd., constitutes the largest share of Nunavut's mining output. Meadowbank will continue to produce gold well into 2019. The company also owns the Meliadine gold project near Rankin Inlet, which is expected to start production in 2019 before Meadowbank mine production closes. Mining operations at the

new Amaruq project, located 50 km northwest of Meadowbank, will also begin in 2019. Amaruq's yearly production is expected to at least equal Meadowbank's.

Agnico Eagle has indicated that the company plans are structured to operate in Nunavut well beyond the next decade.

In the Qikiqtaaluk region, the Baffinland Iron Mines' Mary River mine started production in September 2014. The company's Phase 2 expansion plan, if permitted, would allow Baffinland to improve port facilities at Milne Inlet and build a rail-hauling system needed to increase iron ore production by more than 40 per cent by 2019, and by almost three times by 2022.

In the Kitikmeot region, TMAC Resources Inc. started operations at the Doris North Mine as part of its Hope Bay project. The company produced less than half its original target of 136,000 ounces of gold for 2017 due to technical issues and lower than expected gold recovery rates. TMAC has since closed the gap in expectations, and recovery rates exceeded 80 per cent by year's end.

Nunavut's petroleum potential is well documented. Spanning more than one-fifth of Canada's land mass, the territory is estimated to hold approximately one-third of Canada's total petroleum resource endowment. Historical geological data suggest vast resources in Nunavut's three dozen sedimentary basins and imply huge economic potential for future exploration and development.

Estimates (Geological Survey of Canada) of undiscovered and discovered conventional resources range from 18 to 267 billion barrels of oil and 180 to 1,228 trillion cubic feet of gas. Significant future exploration activity will be required for a more accurate picture of Nunavut's oil and gas potential, since most current knowledge is dated.

Tourism and Cultural Industries

Nunavut's distinctive attractions have great potential to support the development of tourism. Inuit cultural activities, the Arctic environment and wildlife could form the basis of entrepreneurial activities that help create sustainable livelihoods for families. 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.

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 extra-territorial markets. Artists in all disciplines must innovate in order to succeed. 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 is increasingly on the list of tourists' aspirations, as demonstrated by the recent growth of cruise ship tourism to Nunavut. Cruise ship voyages and passenger visits to communities have doubled since 2012. Almost 5,000 Nunavut-bound cruise ship passengers sailed through Nunavut waters in 2017, more than double the 2,153 total in 2012.

Spending by cruise ship tourists in 2015 accounted for just five per cent of total spending by all business and pleasure travelers to the territory.

Tourism brings external capital into the territory and promotes Inuit culture. It enhances Nunavut's reputation in Canada and abroad. Air travel costs, however, remain a major deal-breaker for tourists.

Labour Market

The Nunavut Bureau of Statistics monitors and reports monthly on labour force statistics. From November 2017 to January 2018, the average number of persons employed in Nunavut was estimated at 13,300, a decrease of 100 persons from the same period last year. The decrease in employed persons is reflected in the employment rate, which went down to 54.3%, a decrease of 1.0 percentage points.

The challenge of increasing employment opportunities and removing barriers to employment is one that is shared across the Government of Nunavut and amongst other employers within Nunavut. Nunavut's labour market is unique, presenting with challenges whereby the demand greatly exceeds supply, there is limited access to office space, and a high turnover rate.

Despite these challenges, there are opportunities to better utilize labour market information, to understand the gaps in the labour market, and identify solutions to address them.

Career Development

As of February 2018, there were currently 113 active apprentices, 10 trade qualifiers, and 7 applicants for apprenticeship in Nunavut. Registration levels have held relatively consistent in the past six years, indicating the industry's continued support for apprenticeship.

Based on current labour market information and statistics regarding the educational attainment rates of young Nunavummiut, there is a 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 are being developed which will enhance current youth programming.

The Financial Assistance for Nunavut Students (FANS) Program provides financial support to Nunavut students attending post-secondary education programs. The number of students who access FANS continues to grow. During the 2017/18 academic year, 435 FANS applications were approved for funding. For the 2016/17 academic year, 423 FANS applications were approved. For the 2015/16 academic year, 346 FANS applications were approved. Recent changes to FANS has also increased the number of educational options for Nunavummiut.

Income Assistance

On average, approximately 40% of Nunavummiut access financial support provided by Social Assistance to cover the basic costs of living each year. Social Assistance encompasses a broad variety of 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.

Nunavut Total Income Assistance Recipients

Community	2016 Total Recipients	2017 Total Recipients	Change
Arctic Bay	488	406	-82
Cape Dorset	829	896	67
Clyde River	676	741	65
Grise Fiord	44	42	-2
Hall Beach	376	525	149
Igloolik	1188	1265	77
Iqaluit	1131	1181	50
Kimmirut	245	233	-12
Pangnirtung	688	748	60
Pond Inlet	799	829	30
Qikiqtarjuaq	331	387	56
Resolute Bay	21	43	22
Sanikiluaq	656	629	-27
<i>Total Qikiqtaaluk</i>	<i>7472</i>	<i>7925</i>	<i>453</i>
Arviat	1077	1152	75
Baker Lake	604	579	-25
Chesterfield Inlet	85	112	27
Coral Harbour	478	397	-81
Rankin Inlet	452	377	-75
Nauyasat	597	686	89
Whale Cove	187	163	-24
<i>Total Kivalliq</i>	<i>3480</i>	<i>3466</i>	<i>-14</i>
Cambridge Bay	444	439	-5
Gjoa Haven	934	930	-4
Kugluktuk	777	793	16
Kugaaruk	593	684	91
Taloyoak	637	715	78
<i>Total Kitikmeot</i>	<i>3385</i>	<i>3561</i>	<i>176</i>
Total Nunavut	14337	14952	615

Given the high rates of Nunavummiut on Income Assistance, the Department of Family Services is exploring ways to better support Nunavummiut on Income Assistance, and provide greater opportunities to help more Nunavummiut more towards self-reliance and independence. In the fall of 2015, the Departments of Family Services and Economic Development and

Transportation undertook consultations across Nunavut to better understand the needs of communities, and to help build a new approach to income assistance and economic development.

The *Report on the review and reform of Income Assistance and Economic Development* outlines 15 reforms to strengthen Income Assistance across Nunavut. The Government has completed phase one of the reform, which included strengthening incentives to earn income, treating all earned income equitably, exempting more savings so that clients still qualify for assistance, and strengthening financial support for low-income Nunavummiut living with disabilities. The Government is currently working to accomplish phase two of the reform, which will simplify and enhance basic benefits.

As Nunavut's large cohort of young people become adults, efforts must continue to strengthen the partnerships between the government and other service providers to provide training and employment, and ensure Nunavummiut have opportunities to move towards independence. An example of one such partnership is the Getting Ready for Employment and Training (G.R.E.A.T) Program. G.R.E.A.T. is a collaborative partnership between the Department of Family Services' Income Assistance and Career Development divisions, and Nunavut Arctic College, to prepare Nunavummiut on Income Assistance for employment. The program combines in-class skill building and a job placement with a local employer. Since the program began in September 2015, it has been delivered in 22 communities, with 166 participants completing the program.

Poverty Reduction

Poverty in Nunavut is amongst the highest in Canada. According to Statistics Canada, in 2014, 10,500 families in the territory experienced poverty as per the Low Income Measure. In Nunavut, poverty has multiple dimensions related to food insecurity, inadequate access to housing, poor health, low rates of school achievement, addictions, and family violence.

Actions to address poverty in Nunavut are guided by the *Collaboration for Poverty Reduction Act*. The *Act* affirms the commitment of the Government of Nunavut to collaborate with other government departments, Inuit organizations and the non-profit sector on activities associated with poverty reduction. The *Act* also requires the Nunavut Roundtable for Poverty Reduction to develop and implement a 5-year poverty reduction action plan through a process of public engagement.

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 housing.

Homelessness is a widespread issue affecting the lives of many Nunavummiut across the territory. Shelters in Nunavut operate at overcapacity and there are urgent infrastructure needs to be addressed. While the purpose of emergency homeless shelters is to provide short-term (4-6 week) shelter in the event of an emergency, the majority of clients at the two Iqaluit shelters are long term or recurring residents. Additionally, Nunavut does not have transitional, supportive, or

suitable affordable housing options to help Nunavummiut move out of homelessness towards independent living.

Social and Cultural Environment

Culture and Heritage

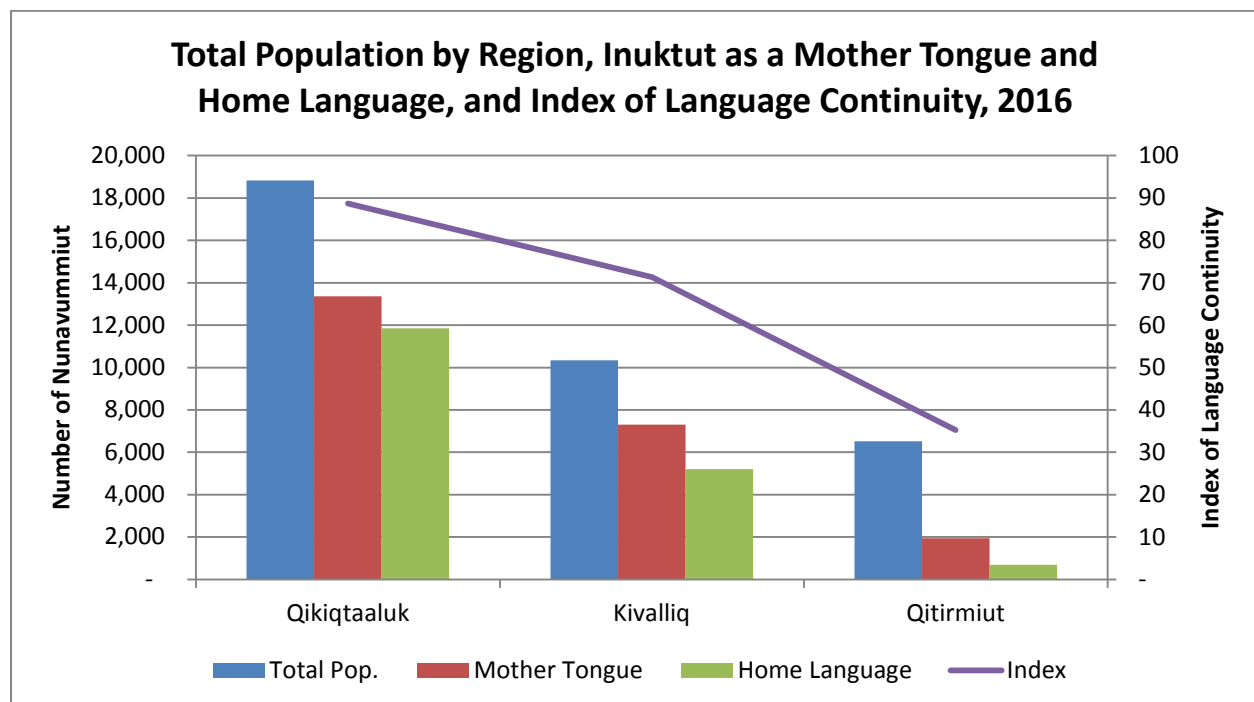
Nunavummiut have expressed a desire to have a government that reflects Inuit values, traditional knowledge, and approach to life. The Government of Nunavut continues to work at integrating Inuit Societal Values in all of the government’s policies, programs, and workplaces; makes progress towards a representative level of Inuit employment; and strengthens and enhances the use of the Inuit Language.

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

Language

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 63% (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 had the largest population and number of Inuktit speakers, followed by the Kivalliq and Qitirmiut (Figure 1). Qikiqtaalummiut were also more likely to continue using their first language at home (9 out of 10 people), followed by Kivallirmiut (7 out of 10 people) and Qitirmiut (3.5 out of 10 people).

If people have Inuktit 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 Inuktit remains at the forefront of Inuit society.

In 2008, Nunavut adopted unique and historic legislation to protect and promote Inuktit. 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 new Act maintains all the rights and privileges of English and French speakers, while raising Inuktit to equal status. This level of statutory protection of an aboriginal language is unprecedented across Canada. The Act creates obligations for the Legislative Assembly, the Courts, and the Government of Nunavut to actively offer their communications and services to the public in the official languages.

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

The Government of Nunavut is committed to implementing its language legislation. The Government of Nunavut's first Uqausivut, the comprehensive plan to implement the provisions of the language laws, expired in 2016. After consulting with departments, public agencies, municipalities, businesses, the francophone community, regional Inuit associations and Nunavut Tunngavik Inc., the Government of Nunavut is preparing Uqausivut 2.0, which sets out the detailed areas of focus and strategies that will be 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. Turaaqtavut identified as a priority for this Government to use approaches that reflect Inuit Societal Values to build a strong future for Nunavummiut.

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

Community based Inuit Societal Values Projects are initiatives to promote Inuit Qaujimagatuqangit and to strengthen the role of Elders in addressing the social problems and

issues in Nunavut. The intent is to provide Inuit with the opportunity to have a say in maintaining order and peace according to their culture and tradition, as well as identifying gaps in and finding possible solutions to community and social wellness issues.

Youth

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

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

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

Elders

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

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

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

Heritage

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

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

Educational Attainment

Nunavut is catching up to other Canadian jurisdictions in terms of educational attainment indicators.

In a November 29, 2017 release of Education data from the Statistics Canada 2016 Census of Population, 59% of Nunavummiut aged 25 to 64 had completed at least a high school diploma. This is an increase of 17% from the previous Census.

The 2016 Census of Population also showed that 44.4% of Inuit aged 25 to 64 had postsecondary credentials, that is, a certificate, diploma, or degree above the high school level. This is an increase of 18% since 2011. While the corresponding figure for the Canada was 64.8%, the gap continues to shrink.

Highest level of educational attainment (general) by selected age groups 25 to 64, % distribution 2016		
Selected levels of educational attainment	Nunavut	Canada
	Percentage	
Secondary (high) school diploma or equivalency certificate	14.6	23.7
Apprenticeship or trades certificate or diploma	9.6	10.8
College, CEGEP or other non-university certificate or diploma	19.3	22.4
University certificate or diploma below bachelor level	1.2	3.1
University certificate, diploma or degree at bachelor level or above	14.3	28.5

Source: Statistics Canada, 2016 Census of Population, released November 29, 2017

Inuit experienced increases in high school completion rates between 2006 and 2016. Almost 7 in 10 Indigenous people aged 25 to 64 had completed a high school diploma or equivalency certificate in 2016, up from under 6 in 10 in 2006. Those who completed high school included both people with a high school diploma only and those who went on to obtain postsecondary credentials.

Furthermore, Inuit made gains in postsecondary education at every level. In 2016, 10.9% of Indigenous people aged 25 to 64 had a bachelor's degree or higher, up from 7.7% in 2006. The percentage of Indigenous people who obtained a college diploma also increased, rising from 18.7% to 23.0% over this period. The percentage of Indigenous men with an apprenticeship in the trades grew from 6.8% to 9.6%.

Highest Level of Educational Attainment of Nunavummiut and all Canadians aged 25 to 64, % distribution 2016						
	Nunavut			Canada		
	F	M	Both Sexes	F	M	Both Sexes
No certificate, diploma or degree	41.0	40.9	41.0	10.0	12.9	11.5
Secondary (high) school diploma or equivalency certificate	14.1	15.1	14.6	23.3	24.2	23.7
Apprenticeship or trades certificate or diploma	4.1	15.0	9.6	6.9	14.9	10.8
College, CEGEP or other non-university certificate or diploma	22.7	16.0	19.3	25.4	19.3	22.4
University certificate or diploma below bachelor level	1.4	1.0	1.2	3.5	2.6	3.1
University certificate, diploma or degree at bachelor level or above	16.7	12.0	14.3	30.9	26.1	28.5

Source: Statistics Canada, 2016 Census of Population, released November 29, 2017

Educational Needs

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

Nunavut’s vast geography and the remoteness of its communities often results in a lack of infrastructure and other resources such as human resource capacity in certain sectors and occupations. This directly leads to higher costs for essential resources needed for the delivery of educational programming as well as places constraints on the development and implementation of new projects and initiatives. For example, many students in the smaller communities rely on distance education to take advanced courses, such as math and science for post-secondary studies. However, challenges related to information technology infrastructure and bandwidth means that students continue to face disparities in course offerings.

Despite these challenges, there are opportunities for improvement, and there continues to be policy and programmatic responses underway to support students to graduate and increase participation in the labour force, including the availability of daycare spaces in schools, trades

and apprenticeship training, the Getting Ready for Employment and Training (GREAT) Program and the Summer Employment for Nunavut Students initiative.

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 higher graduation rates and a greater number of post-secondary graduates, more people will seek to enter the labour force, and the lack of childcare, especially in larger communities, is a labour market barrier.

The availability of space in which to build childcare facilities is a significant barrier as few non-governmental organizations have the means to support capital projects. The latest indicator (Source: Childcare Resource and Research Unit, *Early childhood education and care in Canada 2014*, 10th edition, December 31, 2015, revised March 10, 2016) illustrates this lack of availability. The Canadian average of childcare space availability (both full and part-time), in relation to population size of children aged 0-5 was 24.1% in 2014, but in Nunavut was only 22.8%. Despite efforts to train new early childhood educators and enhance the skills of existing educator's, turnover is still an issue.

In recognition of the importance of supporting parents and families, the Government of Nunavut and the Government of Canada signed the Canada-Nunavut Early Learning and Child Care Agreement on September 20, 2017. This bilateral agreement is a significant milestone in which the governments agreed to work together to address some of the key ELCC issues in the territory.

The Department of Education engaged with partners and stakeholders to identify areas for further investment, including the creation of new childcare spaces in underserved communities, territory-wide ELCC training and financial literacy sessions and the development of 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 11% annually since the inception of the territory. Despite these modest gains, Nunavut remains the jurisdiction with the lowest achievement levels in terms of number of graduates; often considered a key measure of system success.

The Department of Education continues to move forward in addressing issues ranging from: attendance, assessment, bilingual education, inclusive education, curriculum, and parental involvement. The department is also 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 is a key factor in reducing dropout rates.

Nunavut's school average attendance rate was 68.2% in 2016/17 and this impacts student achievement. Even missing one day of instruction per week can result in years of instruction being lost and in turn lower student achievement. This complex issue is difficult to address but one strategy has been to document and promote strategies that will increase parental and community engagement with schools. This strategy has begun with the development of "*It Starts at Home*" – *Family Engagement: A Resource for Nunavut Schools* and will continue with further efforts to encourage and promote school engagement through a new parental engagement website, promotions and working in partnership with District Education Authorities.

Adult Education

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

Both Nunavut Arctic College and the Department of Education have been working to explore the feasibility of a Nunavut university and are currently exploring a joint venture partnership between the College and a yet to be determined partner institution. This joint venture would assist the College to deliver the programs and services that Nunavut requires and to increase the quality assurance concerns of students and government alike.

The Department of Education is primarily involved in Adult Education in a governing role, with the exception of programs designed to support adults to attain their secondary school diploma such as Pathway to Adult Secondary School. As Nunavut's only post-secondary institution responsible for the delivery of education and training programs for adults, the college provides programming to meet the needs of adult learners.

Health Status of Nunavummiut

There are many unique challenges to delivering health care in Nunavut as compared to the rest of Canada, including the necessity of medical travel and information technology capacity in the Canadian Arctic. 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. Tuberculosis continues to be a significant public health issue for the government. Social issues such as problematic substance use, addiction and suicide rates continue to be a serious concern.

The Government of Nunavut recognizes the importance of improving the health 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 active living, eating nutritious foods, and reducing the harms of drugs, tobacco, and alcohol as the foundations of health promotion and prevention. The Government of Nunavut's Department of Health's health promotion programs continue to engage Nunavummiut and develop community programming aimed at reducing these stated harms while promoting food security and nutrition. These social

determinants of Health illustrate that there are many factors impacting health and health outcomes of individuals, such as access to housing and educational attainment.

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 providing Nunavummiut with structures that support wellness. These include the right to safe drinking water, safe and adequate housing, and access to recreational activities, good education, economic development, healthy community and family ties, and above all, quality of life.

Tuberculosis (TB) continues to be an issue facing Nunavummiut. In 2017, 100 cases of TB were diagnosed; this marks a significant increase over the previous 6 years. Nunavut's TB rate is 53 times higher than the national average. Tuberculosis rates in Nunavut are exasperated 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.

The Government of Nunavut's Department of Health is responding to the TB crisis. In Qikiqtarjuaq, approximately 10% of the community is infected with either active or latent TB. To combat this high rate of infection, a specialized clinic has been set up. This clinic is the collaborative effort of multiple territorial departments, the hamlet of Qikiqtarjuaq, and the federal government.

Sustainability of the Health System

Strengthening the overall financial and administrative management of Nunavut's health care system is vital to the sustainability of service delivery in the territory. Nunavut's health care system faces many challenges.

The Government of Nunavut takes 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. Work is continuing towards improving mental health and addictions services, to identify and address gaps in the long-term care service continuum. The Government of Nunavut continues to invest additional resources into public health, recognizing that making investments in health promotion and preventative care now, will help reduce the high cost of primary health care in the future.

The department is developing a model for appropriate staffing complements and levels within communities. Specifically, Health care renewal will be achieved through community engagement and ownership, quality of care and patient safety, investments in care providers, and streamlining bureaucratic processes.

Health Information

The Departments of Health's Interoperable Electronic Health Record program called MEDITECH is intended to improve overall public health surveillance in all communities by June 2018. MEDITECH provides the department with a modern, precise and secure clinical

information system that can be used to: direct limited resources, contribute clinical information, and enable reporting capabilities.

Child and Family Services

The Government of Nunavut recognizes the importance of providing specialized care services for Nunavummiut within the territory. In order to ensure the delivery of care closer to home to better serve its clients, the Department of Family Services is focusing its efforts on increasing residential care capacity in Nunavut, and on providing additional training and support to foster parents to be able to care for children with complex needs. Residential care is available through group homes and specialized facilities within the territory. Youth can reside in residential care until the age of 19. Once they reach the age of majority, if they continue to require care, they are moved into an age appropriate setting.

The Department of Family Services strives to ensure Nunavummiut can remain within the territory, but at times, Nunavummiut have to be sent out of the territory to ensure they have access to the services they require. Repatriation initiatives are continuing for clients currently out of the territory.

The Government of Nunavut continues to focus on prevention and early intervention in the area of child and family services and is engaging with communities and stakeholders to ensure delivery of programs and services that meet the needs of Nunavummiut.

Justice & Crime Prevention

A number of factors establish unique challenges for the administration of justice in Nunavut. Some of these factors include: a high incidence of crime (particularly violent crime); addiction and mental illness; strain on the resources of the courts, corrections, and police; and developing trends in crime.

Crime Rate

According to Statistics Canada, Nunavut saw a slight increase in the Crime Severity Index (+4.8%) and the Violent Crime Severity Index (+5%).

Canada, as a whole, also saw a slight increase in the Crime Severity Index (+1.23%) and the Violent Crime Severity Index (+0.28%). However, these figures are still lower than when crime rates peaked in Nunavut in 2012. The number of adult charges had risen steadily from 2000 to 2012 (when it peaked at 7551 charges), but declined in 2013 (6455 charges), 2014 (5445 charges), 2015 (6026) and 2016 (5902). Youth charges have seen a similar decline from a peak in 2010 (1247 charges) to 2016 (548 charges).

Although there has been a decrease in overall reported crime rates from 2012 to 2016, the rate of violent crime in Nunavut still far exceeds the National average. This indicates that the risk of violent crime in Nunavut is almost 8 times higher than the average in Canada. (Source: *Statistics Canada*, July 19, 2016)

The Crime Severity index calculates the seriousness of the average crime reported, by taking into account harm and sentence imposed. Nunavut's Total Crime Severity Index in 2016 was 286.3, which is second only to the Northwest Territories (291.72), and far exceeds the national average of 70.96.

Many factors contribute to the high 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. Problematic substance use is a major factor in criminality in the Territory.

Addiction and mental health concerns have had, and continue to have, an impact on a wide range of the population. Many offenders have experienced victimization themselves or are suffering from an undiagnosed and/or untreated mental illness or developmental disorders such as Fetal Alcohol Spectrum Disorder. This underscores the necessity for a coordinated approach to address addiction and mental illness and promote healthy and safe communities.

Addressing the root causes of crime through community driven and culturally appropriate initiatives is essential to tackling our crime rates. The Department of Justice, Community Justice Division, is implementing various community-based programs and services for victims. However, prevention requires a coordinated response involving individuals, families, communities, private organizations, the police, and various government departments. In March 2017, the Minister of Justice tabled the Crime Prevention Strategy, which included a specific Action Plan for developing and supporting initiatives to address the root causes of crime. Community Justice Division has also collaborated with the Department of Health to establish the joint Ikajuqtigiinniq Project focusing on crime prevention and wellness at the community level in 10 selected communities.

Corrections

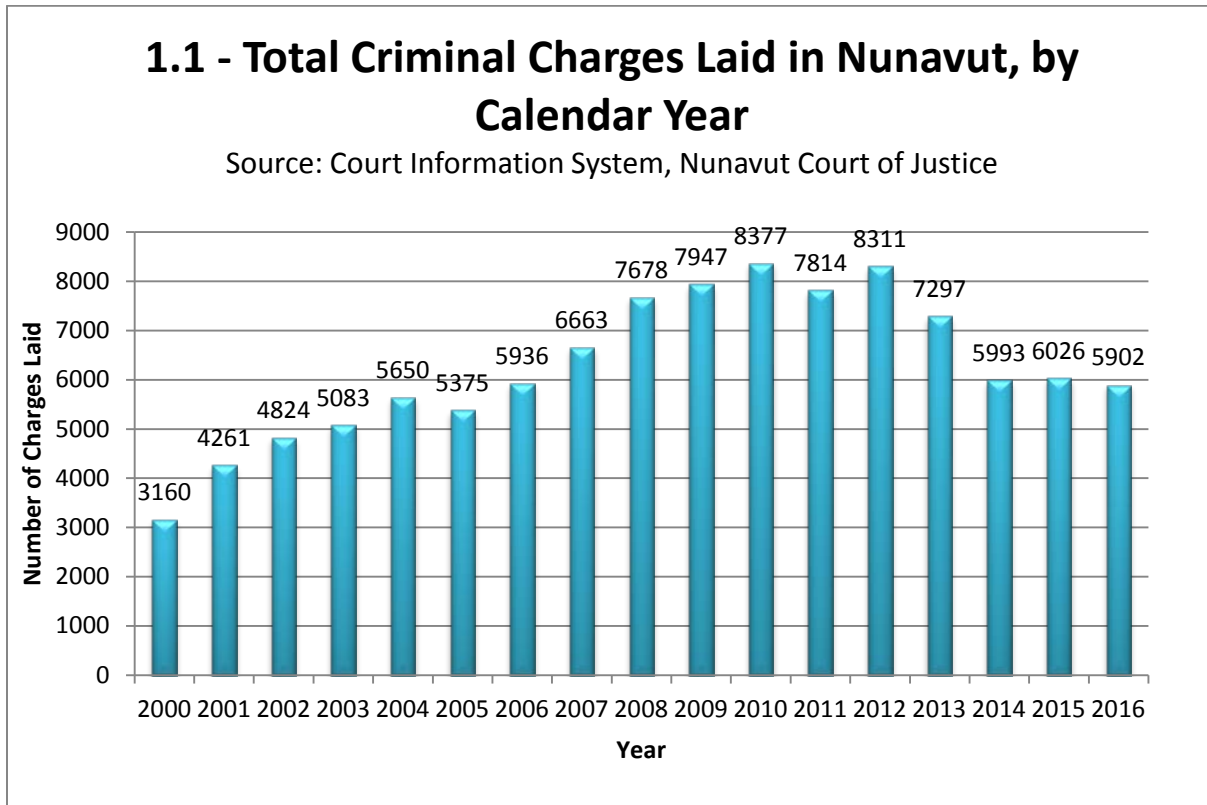
The Government of Nunavut continues to make progress in the development of the maximum/medium security Qikiqtani Correctional Healing Centre in Iqaluit to replace the outdated Baffin Correctional Centre. This will add to the territory's correctional infrastructure, which includes: Nunavut Women's Correctional Centre, opened in June 2010; the Rankin Inlet Healing Centre, opened in February 2013; and the Makigiarvik Correctional Centre, opened in 2015. The newer facilities have alleviated some corrections overcrowding and have facilitated better separation of minimum, medium, and maximum security inmates. This has allowed for a greater focus on programming for our offenders.

Courts

High crime rates place extra stress on 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 currently has 7 homicide cases and 4 attempted murder cases on its docket, in addition to numerous other criminal matters. There are currently four (4) resident judges with the Nunavut Court of Justice. The court currently has two resident judge vacancies that must be filled by appointment by the federal Minister of Justice. The court also has a roster of over 50 deputy judges made up of judges from other jurisdictions in Canada, which include the judges of

the Supreme Court of the Northwest Territories and Supreme Court of Yukon who continue to be ex-officio judges of the Nunavut Court of Justice.

The following chart, illustrates the number of criminal charges laid in Nunavut from the year 2000 to 2016.



Enhancing alternatives to the formal court process (such as restorative justice and programs that focus on the root causes of criminal activity) would result in fewer offenders becoming involved in the justice system and ending up before the Court.

Policing

The RCMP continues to work diligently to ensure public safety and security in Nunavut Communities. RCMP “V” Division has 151 positions under the Territorial contract with officers in 25 communities across Nunavut.

The RCMP in recent years has focused efforts on the illegal sale of drugs and alcohol through increased intelligence gathering and community dialogue. By sharing information and listening to communities, the RCMP continues to build relationships that lead to a greater ability to identify at-risk individuals and implement preventative measures to stop crime before it happens.

The Department of Justice and the RCMP agree that police should represent the community they seek to protect. Therefore, a shared focus on the recruitment of Inuit officers and the promotion of Inuktitut among officers is ongoing. Inuktitut training, increased community involvement,

youth programming, and a dedicated recruiting unit have been implemented to promote the force and encourage Inuit to consider a career in policing.

An RCMP force which is part of the fabric of our communities and which is composed of more Inuit and Inuktitut speaking officers will result in better policing and less crime in Nunavut.

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 are working in partnership to ensure Nunavummiut who qualify for legal aid services receive quality legal representation in the areas of criminal, family law, and civil law. In 2016-17, the Legal Services Board opened 2510 criminal law files, 192 family law files, and 155 civil/poverty law files.

The Nunavut Court of Justice has been working to reduce wait times for criminal cases following the recent Supreme Court of Canada decision *R. v. Jordan*, which set new, shorter timelines when trials had to occur.. Recent Statistics Canada information indicates that Nunavut has the second shortest criminal court wait times in Canada. In 2016, the Nunavut Court of Justice sat for 47 sitting weeks in Iqaluit and 84 sitting weeks in all other communities, the highest number ever for the Nunavut Court of Justice.

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. Resource development and an influx of people and money into Nunavut may serve to exacerbate current crime and public safety concerns.

The challenges faced in the administration of justice are not only those that require immediate responses to immediate issues, but involve the capacity to look forward and be ahead of developing trends in crime. The illegal importation of prescription drugs, the problematic use 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 recent occurrences. It is important for all justice stakeholders to recognize the need to anticipate and respond to any noted increase in new classes of crime that could seriously affect the health and safety of our communities through the commitment of adequate resources.

Environment

Land

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

Nunavut is also rich in non-renewable resources, and our land provides for many opportunities for development. Without careful consideration of potential impacts, our fragile ecosystems can be damaged irreparably.

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 unknown. Communities need support from all levels of government in assessing and adapting to these impacts.

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

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

Partners

Under the *Nunavut Land Claims Agreement*, land and resource management in Nunavut is based on an innovative co-management structure, which ensures that beneficiaries play a significant role in preserving our traditions, cultures, and aspirations.

While this process can be slow, expensive, and time-consuming, the Government of Nunavut is committed to working with our partners to evolve continually 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.

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:

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

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

Energy and Infrastructure

Energy

Due to Nunavut's vast land mass and lack of roads connecting its widely dispersed communities to one another, each community has its own standalone energy grid. Currently, Nunavut relies on imported fossil fuels for nearly all of its energy requirements. Nunavut imports 212 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.

Nunavut's energy need 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 grows, so too does the demand for imported fuels.

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. Implementing innovative technologies and solutions will be paramount to reducing our dependence on fossil fuels and reducing the territories greenhouse gas emissions.

Transportation

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

Air transportation is the only year-round means to access neighboring communities, other regions and the rest of Canada. Many airports require improvements for safety, security and maintenance purposes, and need to accommodate new security regulations and newer and more

efficient aircraft. In recent years, major improvements have been made at all three regional hub airports: Iqaluit, Rankin Inlet, and Cambridge Bay.

All Nunavut communities depend on access to the sea for annual re-supply and participation in traditional harvesting. Some communities rely on this access for an emerging and increasingly important commercial fishery. The lack of adequate marine facilities affects the safety and efficiency of Nunavut's marine activities and is a barrier to the development of commercial fisheries, mine development, the territory's tourism sector, and the development of stronger logistical systems throughout Nunavut. In order to alleviate this situation, work commenced on two large marine projects in Iqaluit and Pond Inlet. They will vastly improve sealift operations and overall accessibility to marine activities.

Communications

Reliable and affordable access to telecommunication services, including broadband internet, is vital to Nunavut's economic future, both to ensure efficient communications and to enable and prepare Nunavummiut to take advantage of economic developments and emerging commercial opportunities. Nunavut is entirely dependent on satellite internet, with limited redundancy: 14 of Nunavut's 25 communities rely on a single satellite.

Nunavut will significantly benefit from the Connect to Innovate fund from the Innovation Science and Economic Development program. Northwestel was awarded \$49.9 million last year, to enhance Nunavut internet capacity. Northwestel will start deploying services starting in the fall of 2018 and is expected to be completed by the end of 2019.

An important piece of the Northwestel successful implementation of the CTI fund is the forthcoming launch of a new high throughput satellite operated by Telesat. This new satellite, named T19V, is scheduled to be launched in the spring of 2018. Once operating at full functional capacity, T19V will bring an estimated additional 12 gigabytes of internet broadband capacity to Nunavut communities.

In our continuous effort to promote better telecom services for Nunavummiut, the GN contributed to the Canadian Radio-Television and Telecommunications Commission's notice of consultation pertaining to the development of the Commission's broadband funding regime, including its governance, operating, and accountability frameworks, as well as eligibility and assessment criteria for proposed projects. The goal of this undertaking is to provide 50 mbps down and 10 mbps to the home. The issuing program's funding envelope totals \$750 million over the next five years and is scheduled to be announced later in 2018.

The GN is undertaking preparatory work necessary to initiate a marine survey to explore fibre connectivity. The marine survey is an essential milestone to build an undersea fiber optic network, as it will gather key information to inform decisions relating to fiber routes and related costing details. With accurate costing information for construction of the undersea fibre, the GN can then proceed to seek out additional funding sources, including potential private sector partners.

Acquisition of Goods and Services

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

The *Nunavummi Nangminiqaqtunik Ikajuuti* (NNI) Implementation Act and regulations, the Government of Nunavut's preferential procurement policy mandated by the Nunavut Land Claims Agreement, is integrated into virtually all Government of Nunavut procurement activities. The policy has been renewed in partnership with Nunavut Tunngavik Incorporated. The Act came into effect April 1, 2018 and reflects changes and improvements to the government's preferential procurement system.

Support for Municipalities

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

Community and Government Services, Property and Asset Management Division along with the Municipal Training Organization have collaborated to assist and support Municipalities with the challenges of asset management and maintenance. Part of this initiative has been setting up a computerized maintenance management system specifically for municipalities to replace the older and outdated system currently in place.

Along with this system, the department and Municipal Training Organization are providing training to Municipalities in both the usage of the new system and training 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.

The department will continue its Municipal support surrounding the new computerized system as well as working in conjunction with the Municipal Training Organization for ongoing training support. This will be beneficial to the Municipalities by fostering better managing 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 the full life cycle, average of 25-30 years, without the need to of extensive renovation or complete replacement before their time.

Community Infrastructure

The lack of availability of local construction resources in combination with short building seasons and a limited labour market continues to escalate the costs of developing and maintaining community and government infrastructure. Municipalities often utilize buildings that have exceeded lifecycle expectations and increased demand due to growing community

populations place further burden on already aging facilities. Innovative infrastructure design – such as multi-use facilities and more rigorous planning towards sustainable community growth has helped position the GN for more effective use of limited capital resources.

A deliverable under the Federal Gas Tax Agreement was the development of Integrated Community Infrastructure Sustainability Plans (ICSP) to create and measure long-term goals for infrastructure development in each Nunavut Community. The first draft of these plans was completed in 2010 and the ICSPs have now evolved to *living documents* through the integration of an online webtool, www.buildingnunavut.com. This webtool now provides each municipality with the ability to continually update and amend their capital plans, helping communities achieve their environmental, cultural, social, and economic goals.

The Department of Community & Government Services continues to work closely with federal counterparts to lobby for access to funding with flexible delivery mechanisms. Infrastructure programs for Nunavut must be long-term, reflect the unique issues facing the territory and be relevant to the needs and priorities of the Territory.

While federal funding is critical for development of infrastructure in communities, the cost-sharing requirements underpinning federal agreements have significant implications for the Government of Nunavut and its ability to meet all of its capital needs. The Government of Nunavut continues to refine the capital planning process to have greater emphasis on community participation, input through the Community Infrastructure Sustainability Plans, open dialogue, fair and transparent project prioritization, and accountability.

Municipal Capacity

The Government of Nunavut supports building human resource capacity for municipalities through support of the Municipal Training Organization (MTO). The MTO 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 in municipal operations. The MTO is a non-profit school of community government with a Board of Directors made up of the senior administrators of municipalities and senior Government of Nunavut officials.

The MTO will be entering its twelfth year of delivering the Municipal Government Certificate Program in partnership with the Nunavut Arctic College (to ensure the training courses are accredited and transferrable), which allows municipal employees and other community residents to receive accredited training and certification in municipal management and governance.

The MTO 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 MTO courses. The MTO will continue to review and update all courses periodically to ensure they are relevant and specific for municipal operations.

The MTO also provides targeted training in areas such as class 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 certification and Municipal Solid Waste Training.

Nunavut Fire Protection

To further enhance the performance of fire protection services in Nunavut, the Government of Nunavut is introducing to its fire prevention legislation the requirement for the municipalities of Nunavut to develop, maintain and implement comprehensive and formalized Fire Protection Plans. The Government of Nunavut's Office of the Fire Marshal will work closely with the municipalities to assist them in the creation and maintenance of these fire protection plans.

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

A skilled, committed, and motivated public service leads to an efficient government. Various initiatives to attract, develop and retain employees are being undertaken. The GN also has a suite of training and development programs to ensure that its work environment is supportive and encouraging, and for its employees to develop the needed necessary skills to be productive, committed and highly engaged. However, due to continued competition for high caliber talent in today's very mobile and global labour market, the GN continues to struggle to reach full staffing capacity.

Outreach efforts in promoting a consistent GN brand as an employer of choice, cultivating employee brand ambassadors, working with hiring managers to prioritize skills, refining the interview process, researching competition, and building a talent pool are some of the other activities the GN is focusing on to improve capacity. It is essential that the public service develop and nurture the technical skills and knowledge needed to meet the goals and objectives of the GN.

As of December 31, 2017, GN departments and public bodies had an average capacity of 73%, although this number varies from community to community. For example, Grise Fiord was at 88%, whereas Whale Cove was at 62%. The 2016-17 Public Service Annual Report indicates the

retention rate as 85%. It has been fluctuating slightly over the last decade, averaging 84.7%. While the retention rate is relatively stable, maintaining and increasing both capacity and retention of employees remains a challenge for the GN.

The demand for skilled and educated labour force and retaining such talent is a global challenge. GN's compensation and total rewards package to attract and remain competitive include: subsidized staff housing rents; a household allowance; Northern Allowance; competitive wages and benefits; continuous service bonuses; recognition of long-term service; bilingual bonuses (Inuktitut and French); holiday closure days and more. The GN is also committed to continued investment in the education and 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 GN, under Article 23 of the Nunavut Agreement, has an obligation to achieve a workforce that is representative of the population across all employment categories. This presents a significant challenge to most departments and public bodies within the GN. The GN continues to develop and support programs and tools to train, develop and engage Nunavut Inuit.

The Sivuliqtiksat Internship Program and the Hivuliqtikhanut Leadership Development Program continue to produce graduates who are ready to take on new opportunities. The following new programs targeted at Nunavut Inuit employees have been developed and approved: Amaaqtaarniq Education Program, Policy Development Program, Career Broadening Program, and Training Travel Fund. Priority Hiring, Restricted Competitions and Direct Appointments are some of the policy tools used to facilitate and enable Inuit employment in the public service.

In December 2017, overall Inuit representation across all employment categories in the public service was 50%, stable across the six (6) most recent fiscal years since 2011-12. Though the overall rate of Inuit employment has remained stable, the total number of Nunavut Inuit employed by the GN has increased.

There were 4,880 GN positions, with Nunavut Inuit occupying 1,787 of the 3,553 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 50% (Cape Dorset and Kugluktuk) to 72% (Grise Fiord, Qikiqtarjuaq and Gjoa Haven).

Acquisition of Goods and Services

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

Petroleum Products

The price that the Petroleum Products Division pays for its fuel is affected by supply and demand for oil on the world markets, as well as currency exchange rates. Crude oil and refined petroleum

products prices continue to be volatile because of political instability, adverse weather, terrorism, and surging demand from developing countries.

In 2018-19, the price of oil will continue to put significant pressure on the Government of Nunavut. A large share of the budget is allocated directly and indirectly, to purchasing the fuel required for the heating, transportation, and electricity that is consumed throughout Nunavut. The world price for oil continues to play a significant role in the GN's long term fiscal planning.

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

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

Financial Resources

The Government of Nunavut receives most of its revenues from the federal government through major fiscal transfers, notably the Territorial Formula Financing (TFF) arrangement. The GN raises the balance of its funds through territorial taxes and other own-source revenue streams.

Until our private-sector economy and tax base expands, the GN will continue to rely on federal transfers and targeted funding initiatives. Most recently Canada renewed the TFF transfers for a further five years (from April 1, 2014 to March 31, 2019), 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

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

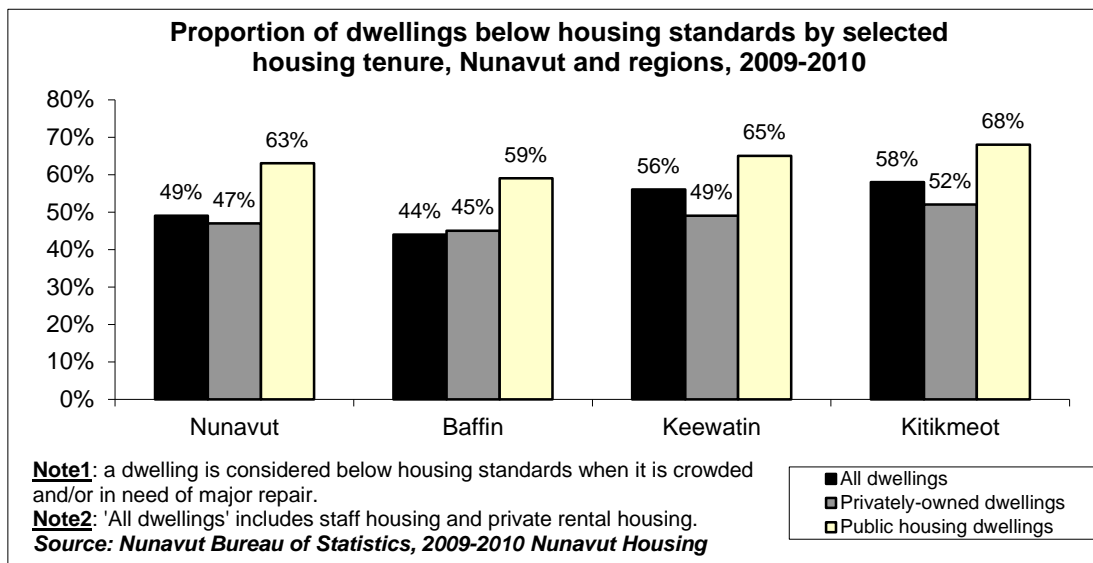
- 35 % of Nunavut homes were overcrowded;
- 23% of Nunavut homes were in need of major repairs;
- Approximately 4% of the population (1,220 individuals) was “homeless” – including those living temporarily in another person's dwelling.

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

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

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

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



In 2016/17, there were 5,431 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.

The Nunavut Housing Corporation currently serves 20,647 public housing tenants in 5,431 units. 78% of public housing tenants over the age of 18 earn less than \$22,800/year.

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.

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

The following table is a snapshot of the public service as of December 31, 2017 by occupational category:

December 31, 2017	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	29	6	23	79%	9	39%
Senior Management	138	21	117	85%	21	18%
Middle Management	396	117	279	70%	74	27%
Professional	1598	427	1171	73%	304	26%
Paraprofessional	892	292	600	67%	385	64%
Administrative Support	1231	337	894	73%	761	85%
TOTALS	4283	1200	3083	72%	1553	50%

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

The following table is a snapshot of the public service as of December 31, 2017 by department:

December 31, 2017	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Community & Government Services	425	162	263	64%	113	43%
Culture and Heritage	91	24	67	78%	53	79%
Economic Development & Transportation	142	41	101	70%	60	59%
Education	1316	173	1143	89%	574	50%
Environment	139	48	91	67%	38	42%
Executive & Intergovernmental Affairs	102	23	79	81%	60	76%
Finance	285	75	210	70%	93	44%
Health	1177	492	685	52%	337	49%
Family Services	229	45	184	73%	107	58%
Justice	378	117	261	75%	119	46%
TOTALS	4283	1200	3083	72%	1553	50%

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

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

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

Government Wide Plan

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

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

Carrying out these initiatives across the departments and agencies will result in the Government of Nunavut achieving enhanced Inuit employment by March 31, 2019. The following identifies the targets by occupational category:

March 31, 2019	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	30	1	29	97%	12	41%
Senior Management	141	10	131	93%	33	25%
Middle Management	401	57	344	86%	110	32%
Professional	1603	292	1312	82%	364	28%
Paraprofessional	906	206	700	77%	463	66%
Administrative Support	1229	171	1058	86%	951	90%
TOTALS	4309	736	3573	83%	1932	54%

Note: The table only reports on funded positions of the 10 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksat 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, 2019 by department:

March 31, 2019	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Community & Government Services	419	119	300	72%	129	43%
Culture and Heritage	92	19	73	79%	58	80%
Economic Development & Transportation	142	30	112	79%	66	59%
Education	1324	72	1252	95%	627	50%
Environment	140	43	97	70%	44	45%
Executive & Intergovernmental Affairs	102	12	90	88%	67	74%
Finance	292	77	215	74%	101	47%
Health	1176	204	972	83%	591	61%
Family Services	237	43	194	82%	122	63%
Justice	386	117	269	70%	127	47%
TOTALS	4309	736	3574	83%	1932	54%

Note: The table only reports on funded positions of the 10 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksat 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 agencies. The Policy was updated in 2011 to include priority treatment, which is now extended to all recruiting actions, including short-term assignments, transfers, and job competitions. As well, all positions created or filled will be analyzed on a graded scale for Inuktitut and Inuinnaqtun language requirements and Inuit traditional knowledge.

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/agency. This focus assists the Government of Nunavut in filling the gaps in the senior, middle, professional, and paraprofessional occupational categories. The Government of Nunavut supports 16 interns who after the internship period assume the target position. The location of the internship is based on the location of the target position. Orientation, mentoring, work exchanges, and individual learning plans are components of the program.

Trainee and Internships

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

Inuktitut as a First Language

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

Policy Foundations Program

The Policy Development Program 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 through a Policy Foundations program.

Amaqtaarniq Education 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.

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 Development Program

The Policy 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 through a Policy Foundations program. It deepens the knowledge, skills and competencies of GN policy professionals through a comprehensive Policy Training program. Policy Leadership program is developed to engage senior managers and executives through occasional seminars and workshops to discuss strategic policy topics. Accreditation towards a post-secondary program is currently being explored.

Hivuliqtikhanut Leadership Program

The Government of Nunavut introduced a new leadership development program to build and sustain leadership capacity. 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. Accreditation towards a post-secondary program is currently being explored.

Education Leave

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

Trainer's Allowance

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

Learning and Development Courses

Executive and Intergovernmental Affairs coordinates the general learning and development training courses that 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. EIA collaborates with various service providers for program delivery by institutions that specialize in that subject matter.

Specialized Training Fund

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

Mentorship

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

Inuktitut as a Second Language

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

Learning Plans

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

Occupational Certificate Training Programs

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

2018-2021

This page is purposely blank.

TABLE OF CONTENTS

CORE BUSINESS

Directorate.....	1
Strategic Planning	4
Sivumuaqatigiit.....	9
Public Service Training	11
Intergovernmental Affairs.....	12
Devolution Secretariat	17
Financial Summary	19
Inuit Employment Plan	20

This page is purposely blank.

CORE BUSINESS

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

	Budget (\$000)			
	2017-18	2018-19	2019-20	2020-21
Directorate	8,408	8,397	8,397	8,397
Strategic Planning	3,303	3,028	3,028	3,028
Sivumuaqatigiit	2,723	3,046	3,046	3,046
Public Service Training	5,112	4,852	4,852	4,852
Intergovernmental Affairs	5,982	6,335	6,335	6,335
Devolution Secretariat	2,358	2,228	2,228	2,228
TOTAL	27,886	27,886	27,886	27,886

Directorate

The Directorate provides overall management and coordination of the activities and responsibilities of the Executive branch of government.

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

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

Objectives

- Support the Cabinet under the direction of the Premier.
- Coordinate interdepartmental initiatives through Deputy Ministers Committees.
- Communicate Cabinet direction to the public service.
- Provide leadership and support to ensure that Turaaqtavut priorities are implemented.
- Collaborate with other departments on joint efforts to achieve mandate objectives.
- Coordinate the government communication strategies and ensure consistent messaging.
- Manage the GN access to information and protection of privacy requirements.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-2021
Premier's Office		1,283	1,308	1,308	1,308
<p>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.</p>					
Ministers' Offices		3,120	3,137	3,137	3,137
<p>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.</p>					
Commissioner's Office		299	305	305	305
<p>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.</p>					
Deputy Minister		624	651	651	651
<p>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.</p>					
Corporate Services		1,164	1,179	1,179	1,179
<p>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.</p>					
Access to Information and Protection of Privacy		355	344	344	344
<p>This office ensures compliance with the <i>Access to Information and Protection of Privacy Act</i> (ATIPPA) and provides coordination of all ATIPPA issues, activities and training. The office also provides consultative services to government staff in relation to access to information requests and internal processes related to access and privacy.</p>					
Utility Rates Review Council		475	476	476	476
<p>The Utility Rates Review Council (URRC) is an arms-length advisory council. It responds to its mandate as set out in the <i>Utility Rates Review Council Act</i>. 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</p>					

context of the objective of providing safe, reliable and affordable electricity service to the ratepayers of Nunavut by Qulliq Energy Corporation.

Communications	1,088	997	997	977
-----------------------	-------	------------	-----	-----

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.

Total, Directorate	8,408	8,397	8,397	8,397
---------------------------	--------------	--------------	--------------	--------------

Priorities (2017-18)

- Compile an accomplishments document to highlight government-wide initiatives that have been implemented from the Sivumut Abluqta action plan.
Status: The department produced an accomplishment document, which highlighted government-wide initiatives completed during the mandate. A Ministerial Statement was delivered which announced accomplishments during their term.
- Undertake a major GN employee satisfaction review to determine the effectiveness of an employee engagement campaign and make adjustments where necessary.
Status: The department used data from the Nunavut Government Employees' Survey to develop a campaign to improve internal communications for GN staff, and provide more timely, focused communications to employees.
- The URRC will participate in the Canadian Association of Members of Public Utility Tribunals (CAMPUT) Annual General Meeting held in New Brunswick in September 2017.
Status: Two members attended the Annual General Meeting in New Brunswick. The Council also welcomed Canadian Association of Members of Public Utility Tribunals members during their visit to Nunavut in August 2018.
- The URRC will plan and organise for the CAMPUT Annual General Meeting held in Iqaluit in August 2018.
Status: The Council is in the last stages of planning and organising the Canadian Association of Members of Public Utility Tribunals Annual General Meeting to be held on August 19-23, 2018 in Iqaluit.

Priorities (2018-19)

- Provide government wide coordination of the implementation of Turaaqtavut priorities.
- Ensure the government structures, processes, and programs operate in a fiscally responsible manner that supports action on our priorities and meets the needs of Nunavummiut.

Department of Executive and Intergovernmental Affairs

- Coordinate government wide efforts to develop infrastructure and economy in Nunavut.
- The Utility Rate Review Council will provide a review of the Qulliq Energy Corporation's General Rate Application phase 1 and 2 to the responsible Minister for the Qulliq Energy Corporation.
- The Utility Rate Review Council will host the Canadian Association of Members of Public Utility Tribunals Annual General Meeting on August 19-23, 2018.
- Review the current GN integrated communications strategy to re-align with Turaaqtavut's priority areas.

Priorities (2019-20)

- Ensure the government structures, processes, and programs operate in a fiscally responsible manner that supports action on our priorities and meets the needs of Nunavummiut.
- Implement a comprehensive communications plan to realize the goals of Turaaqtavut, with measurable benchmarks, timelines and specific deliverables.
- Ensure that GN-wide standard operating procedures for communications are developed and implemented to ensure consistent standards of service across departments.
- The Utility Rate Review Council expects further major project permit applications from Qulliq Energy Corporation to replace power plants.

Priorities (2020-21)

- Ensure the government structures, processes, and programs operate in a fiscally responsible manner that supports action on our priorities and meets the needs of Nunavummiut.
- The Utility Rate Review Council expects to receive a Qulliq Energy Corporation's General Rate Application phase 2.
- Initiate a thorough audit of major communications systems, including the Government of Nunavut website and the success of the GN branding and VIP program.

Strategic Planning

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 also ensures that the government has current and accurate statistical information on Nunavut.

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.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-2021
Policy and Planning		2,121	1,954	1,954	1,954
This division provides policy support and advice to Cabinet and government departments, as well as liaises with other organizations at the policy level.					
Statistics		838	782	782	782
<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.					
Evaluation		344	292	292	292
The Evaluation section conducts program evaluations and serves as a resource to GN departments and agencies with respect to evaluations and performance measurement.					
Total, Strategic Planning		3,303	3,028	3,028	3,028

Priorities (2017-18)

- Assist in the development of a plan for the transition to the 5th Legislative Assembly of Nunavut, in cooperation with all departments and territorial corporations.
Status: The department developed and coordinated the implementation of a government-wide transition plan for the newly elected government.
- With anticipated releases of various topics from the 2016 Census, the Statistics Bureau will prepare community level data tables on various subjects for distribution to the government and the public. Data will be disseminated via the bureau’s website.
Status: Community profiles for all 25 Nunavut communities that cover demographics, health, crime, local leadership, economic issues and other variables have been completed and published on the website of the bureau for public use.
- The Statistics Bureau will play an active role in the National Statistics System by working closely with Statistics Canada and the other provinces and territories to ensure that Census Coverage Studies include Nunavut residents that were missed during Census enumeration. Results from these studies are important, as they help generate accurate population estimates.

Status: Statistics staff undertook data verification processes in collaboration with Statistics Canada that led to re-allocation of population and dwelling data.

- Explore the feasibility of increasing capacity to conduct social and economic surveys from start to finish. The initial stages would involve the establishment of a system for conducting email based surveys. These services would be provided to other departments on a cost recovery basis.

Status: The department has had discussions with information technology experts at the Department of Community and Government Services regarding the possibility of establishing a computer-assisted telephone interview facility, a separate server, and other IT systems to enable the bureau conduct email-based surveys.

- Revise the annual Nunavut Food Price Survey and examine the possibility of conducting a reduced version of the survey on a quarterly basis.

Status: The annual food price surveys have been extended to Ottawa retail stores for comparative analysis between Ottawa food prices with the Nunavut average. Discussions on using scanner data for quarterly price surveys at reduced cost were held with Government Liaison Officers in November 2017 during training workshop at Iqaluit, and the feasibility of its implementation is being examined.

- The Statistics Bureau will process the raw data from the 2016 Nunavut Business Survey data and provide useable data files to Family Services and Economic Development and Transportation for independent analysis. The bureau will also analyze the data and present general findings on the Nunavut Bureau of Statistics website.

Status: The bureau cleaned and processed raw data from the Nunavut business survey and submitted the data to the Department of Family Services and the Department of Economic Development and Transportation, for analysis, and will present general findings on the bureau website once the analysis is completed.

- Provide support to the operational audit of Government of Nunavut programs and identify additional areas for further assessment.

Status: Discussions were held between the bureau, the consulting firm and some GN departments on key findings of the capacity self-check and areas for further assessment were identified

- Organize training programs and other capacity building activities in evaluation methodology and approaches for the Evaluation Manager Intern.

Status: An Inuk Evaluation Manager Intern has been recruited, preparation of a learning plan, learning approaches and relevant topics in project planning and management, evaluation approaches and research have been completed, and the internship program has commenced

Priorities (2018-19)

- Work with Justice, Culture and Heritage to ensure that government programs and services are more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation and policy.

- Participate in the review of human resources policies and programs to increase Inuit employment at all levels of the public service.
- Contribute to analysis and data dissemination on the Aboriginal Peoples Survey (APS), the Inuit Employment Supplement of the APS, Nunavut Government Employment Survey and other surveys related to Article 23 of the Nunavut Agreement. The Statistics Bureau will present general findings on its website.
- Develop a compendium of sources of financial, technical and marketing assistance and place the information on the bureau website for Nunavut-based small scale businesses to seek support to expand their business operations
- Identify, compare, harmonize and refine data on contact addresses, locations and operations of Nunavut businesses from different sources in order to produce an updated, composite and reliable business registry
- Explore the feasibility of obtaining and disseminating various sources of administrative data from GN departments to fill in data gaps.
- Undertake an airfare survey to provide relevant information for the travelling public and other visitors to the territory as the bureau's contribution to promoting tourism in Nunavut
- Expand training opportunities for Evaluation Manager Intern in order to build the Intern's capacity in project planning, evaluation and statistical programming
- Assist in content and qualitative testing of questionnaires, frame analysis, methodology and other components of upcoming census and survey operations to ensure the surveys adequately reflect Nunavut issues and interests.
- Improve and develop Nunavut social and economic indicators and models by utilizing Statistics Canada data and other sources.
- Support the consultation processes, questionnaire development, data collection and other survey operations for the upcoming GSS Cycle 34 Victimization Survey to ensure that the experiences of Nunavut residents regarding victimization are sufficiently captured and incorporated in the survey findings

Priorities (2019-20)

- Work with Justice, Culture and Heritage to ensure that government programs and services are more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation and policy.
- Participate in the revision of human resources policies and programs to increase Inuit employment at all levels of the public service.

- Conduct a survey of key leadership positions using gender lens in order to reveal the extent to which governance systems in Nunavut are gendered
- Analyze demographic and socio-economic data on Nunavut including census data and disseminate findings on the bureau website for use by the public
- Explore the feasibility of increasing Nunavut Bureau of Statistics capacity to conduct telephone surveys on social and economic issues in Nunavut.
- Provide mentorship support to the Evaluation Manager Intern and assess the extent to which the skills, capabilities and capacities of the Intern have improved during the training period.
- Incorporate the impact of resource development into the community projection models to gauge the potential impact that anticipated resource projects will have on affected communities.
- Develop processes and procedures for undertaking a hotel accommodation survey to provide relevant information for tourists and the travelling public as the bureau's contribution to the North Initiative program being undertaken in collaboration with Nunavut Tourism
- Collaborate with Statistics Canada on the Northern Spatial Index in order to compare inter-city cost of living levels between major settlements in the three northern territories
- Continue to play an active role in the National Statistics system by working closely with Statistics Canada and the other provinces and territories on various social and economic issues.

Priorities (2020-21)

- Collaborate with Statistics Canada and other partners on information dissemination and other activities to ensure the 2021 national population and dwelling census is successfully undertaken in Nunavut
- Support recruitment and training of Nunavut Inuit interviewers, monitoring data collection, and other preparations for the 2020 Aboriginal People's Survey and Gap Analysis
- Collaborate with Statistics Canada and other partners to develop new surveys on poverty conditions in Nunavut
- Identify best practices that emerged from learning program for the Evaluation Manager Intern and document them for use in future training schemes of the bureau
- Work with Statistics Canada, and Statistics Bureaus of NWT and Yukon on the Northern Talking Stats program to assess socio-economic data needs of the Canadian Northern territories and undertake surveys to provide the required data for use in development planning

- Collaborate with partners to undertake additional research on spatial and temporal variations in food prices to broaden understanding on factors affecting food security in Nunavut.

Sivumuaqatigiit

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

The division provides support and assistance to departments in implementing their Inuit Employment Plans through consultations, and offers training initiatives such as the Sivuliqtiksat Internship Program. The division also oversees the development and delivery of new training programs specifically designed for Inuit employees.

Objectives

- Increase beneficiary representation in the public service by supporting departments and agencies in the development of their Inuit Employment Plans.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-2021
Inuit Employment Initiatives		825	1,031	1,031	1,031
Inuit employment initiatives assist departments in implementing their Inuit Employment Plans, provide support in human resource planning, identify training needs, and assist with succession planning.					
Sivuliqtiksat		1,898	1,785	1,785	1,785
This internship program is designed to increase Inuit employment in management and specialized positions.					
Total, Sivumuaqatigiit		2,723	3,046	3,046	3,046

Priorities (2017-18)

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

Status: The training and development initiatives were available to Inuit employees in June 2017 and the implementation depends on the participant to activate the process with their career plans and interest in change. A small pool of employees has approached the Sivumuaqatigiit Division requesting information and some have started the application process.

- Develop a comprehensive strategy for enhancing Inuit employment in collaboration with client departments and corporations to support and work towards achieving a representative workforce.

Status: The Inuit Employment Steering Committee was crucial in the development of training-on-the-job programs for Inuit employees. The Amaaqtaarniq Education Program, Career Broadening Program, and the Training Travel Fund are open to casuals, term, and indeterminate employees that have an interest in gaining work experience and/or education in a field outside their home position.

- Deliver new career development programs for Inuit employees aimed at providing opportunities to gain skills and experience in the field of occupational interest.

Status: The Policy Development Program is a comprehensive training program that enables Inuit employees to explore skills and knowledge needed for a career in public policy through the Policy Foundations Program. The Policy Training Program is for GN policy professionals to deepen their knowledge, skills and competencies. Both programs successfully began during the fall of 2017 in Iqaluit.

Priorities (2018-19)

- Provide workplace education and training for public servants, with an emphasis on increasing Inuit employment and developing strong Inuit leaders for government and the territory.
- Lead and support efforts to strengthen human resource capacity across the public service through the implementation of Article 23 of the Nunavut Agreement.
- Begin implementation of the comprehensive strategy for enhancing Inuit employment towards achieving a representative workforce.
- Conduct a training needs analysis to support implementation of objectives in the comprehensive strategy and Inuit employment plans.
- Continue to deliver career development programs for Inuit employees aimed at providing opportunities to gain skills and experience in the field of occupational interest.

Priorities (2019-20)

- Analyze the information collected on departmental training needs and identify new initiatives needed to support departments in meeting objectives set out in the comprehensive Inuit employment strategy.

Priorities (2020-21)

- Begin the implementation of new training and initiatives needed to support departments in meeting objectives set out in the comprehensive Inuit employment strategies.

Public Service Training

The Public Service Training branch is responsible for providing assistance and support to departments in training and developing their staff. The branch is also responsible for leading and coordinating initiatives to support the governments decentralized model.

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)	2017-18	2018-19	2019-20	2020-2021
Public Service Training		4,452	4,261	4,261	4,261
This division designs, develops, and delivers training and development programs including orientation, courses and workshops, language training, occupational training and accredited learning opportunities.					
Regional Training & Development		660	591	591	591
Regional Training & Development delivers Public Service Training programs and services at the regional level.					
Total, Public Service Training		5,112	4,852	4,852	4,852

Priorities (2017-18)

- Implement the Talent Management System to support departments in identifying their talent pools and supporting them by using the existing learning plans to support their employees in their professional development.
Status: Talent Management System process and tools are currently being reviewed and finalized. This initiative will be carried over to 2018-19.
- In partnership with the Department of Finance, evaluate the implementation of initiatives identified in the GN Human Resource Strategy and begin preparations for the next set of objectives.
Status: The division continued to provide training and development programs and offered a new Mentorship Program, provided access to a Leadership Development Program based on a new GN Leadership Competency Model, and contributed to a respectful workplace by offering training to develop proficiency in Inuktitut as a first language and to strengthen supervisory skills.
- Transfer responsibility to Nunavut Arctic College to deliver the Hivuliqtikhanut Emerging Leaders Series program beginning in September 2019.

***Status:** The second cohort of the Hivuliqtikhanut Emerging Leaders' Series is being delivered at Nunavut Arctic College's Kivalliq Campus under the coordination of the Public Service Training division. In partnership with the department, Nunavut Arctic College is reviewing all course content to identify opportunities for Hivuliqtikhanut Leadership Development Program graduates to receive advanced standing in their College programs. Due to staffing capacity at the College, the department will retain responsibility for delivery.*

Priorities (2018-19)

- Provide workplace education and training for public servants, with an emphasis on increasing Inuit employment and developing strong Inuit leaders for government and the territory.
- Enable the Inuit language as the working language of the public service through training and performance incentives.
- Work with departments to ensure that local skills and trades training is offered in efforts to reduce dependence on imported labour and support employment for people with disabilities.
- Establish updated objectives for the GN Human Resource Strategy.
- Continue to deliver the Hivuliqtikhanut Leadership Development Program.
- Continue to deliver quality learning opportunities and training programs to Government of Nunavut employees in all communities.
- Complete an internal review of the Mentorship Program.

Priorities (2019-20)

- Implement updated objectives set out in GN Human Resource Strategy.
- Continue to deliver quality learning opportunities and training programs to Government of Nunavut employees in all communities.

Priorities (2020-21)

- Implement updated objectives set out in GN Human Resource Strategy.
- Continue to deliver quality learning opportunities and training programs to Government of Nunavut employees in all communities.

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

international organizations. It coordinates matters related to programs and services for seniors. 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.
- Coordinate GN participation in international relations related to international affairs and international trade policy.
- Coordinate GN internal trade policy and participate in Canadian internal trade initiatives.
- Coordinate GN activities relating to the GN relationship with Nunavut Tunngavik Incorporated and regional Inuit organizations.
- Coordinate GN implementation of the *Nunavut Land Claims Agreement*, the *Nunavik Inuit Land Claims Agreement*, and the *Eeyou Marine Region Land Claims Agreement*.
- Coordinate the GN’s relationship with Crown-Indigenous and Northern Affairs 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 land claims.
- 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.
- Coordinate activities pertaining to programs and services delivered by the Government of Nunavut for seniors.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-2021
Intergovernmental Relations		1,052	1,054	1,054	1,054

Intergovernmental Relations (IGR) is responsible for liaising with other GN departments; and territorial, provincial and federal governments. It serves the GN by participating in preparations for intergovernmental activities such as the Northern Premiers’ Forum, Western Premiers’ Conference, Council of the Federation, First Ministers’ meetings, as well as interprovincial-territorial and bilateral activities like the MB-NU and NL-NU MOUs. IGR leads Nunavut’s participation in the development of international and national rules of trade. IGR is also

responsible for the development of guidelines for territorial protocol and procedures to be followed at events organized by the territorial government.

Aboriginal & Circumpolar Affairs 703 **957** 957 957

Aboriginal Affairs manages and advises on government policies and positions relating to the implementation of the *Nunavut Agreement*; relations with Nunavut Tunngavik Incorporated, the Nunavik Inuit Land Claims Agreement, and the Eeyou Marine Region Land Claims Agreement. It also coordinates and advises work relevant to the Aboriginal Affairs Working Group, and works with relevant GN departments on other Aboriginal issues such as the National Roundtable on Murdered and Missing Indigenous Women and the Truth and Reconciliation Commission; as well as relations with the federal, provincial and territorial governments on other aboriginal land claims that overlap with Nunavut.

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.

Government Liaison 3,927 **4,024** 4,024 4,024

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.

Protocol 300 **300** 300 300

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.

Total, Intergovernmental Affairs **5,982** **6,335** **6,335** **6,335**

Priorities (2017-18)

- Assist with Nunavut’s participation in celebrations marking the 150th Anniversary of Confederation.
Status: The Government of Nunavut coordinated the unveiling of the new Centennial Flame monument with the Government of Canada. The Nunavut shield was included.
- Continue working relationship with the Nunavut Seniors Society on areas of joint interest pertaining to Seniors in Nunavut.
Status: The department provides funding to the Nunavut Seniors Society which has enabled the Society to hire staff and carry out core work functions including partnerships and development of a strategic workplan.

- Enhance services to all Nunavummiut based on the results of the 360° evaluation of the Government Liaison Officer Program.
Status: The 360° evaluation was completed in April 2017. Using this feedback, the Government Liaison Officer program continues to expand and increase its network to assist Nunavummiut access programs that are needed.
- Coordinate Premier's attendance at national and regional meetings such as Council of the Federation, Western Premiers' Forum, Northern Premiers' Forum, Federal-Provincial-Territorial Indigenous Forum, and First Ministers' meetings.
Status: The department coordinated Premier's attendance at the July 2017 Council of the Federation meeting in Edmonton, the August 2017 Northern Premiers' Forum in Yellowknife; and October 2017 First Ministers' Meeting in Ottawa. The Western Premiers' Conference was cancelled and the Federal-Provincial-Territorial-Indigenous Forum has been postponed. The department also coordinated a northern Premiers' caucus in February 2018.
- Continue to actively participate in intergovernmental fora at the executive level and enhance official level participation in the areas of trade, immigration, circumpolar, and indigenous affairs.
Status: Ongoing participation involves regular conference calls at the officials and senior officials' levels, coordinating information with other departments, governments, and organizations, preparation of briefing materials, and attendance at intergovernmental meetings. Immigration was transferred to the department of Family Services to better coordinate and address this sector's issues.
- Continue to monitor and implement provisions in the Nunavut Land Claim Agreement, Nunavik Inuit Land Claim Agreement and Eeyou Marine Region Land Claim Agreement, and negotiate implementation plans for the Denesuline treaties.
Status: The Government of Nunavut continues to actively participate on the Implementation Committees for each land claim agreement. The Nunavik Land Claims Implementation Committee started negotiation of the second implementation period (2018-2028) and revised the Implementation Plan. The Government of Nunavut began negotiating and drafting the respective Athabasca and Manitoba draft Implementation Plans.

Priorities (2018-19)

- Provide government wide coordination to ensure the government fulfills its obligations under the Nunavut Agreement.
- Establish strategic partnerships with Inuit organizations, the federal government, and the private sector to meet the needs of our communities 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.

Department of Executive and Intergovernmental Affairs

- Coordinate Premier's attendance at national and regional meetings such as Council of the Federation, Western Premiers' Forum, Northern Premiers' Forum, Federal-Provincial-Territorial Indigenous Forum, and First Ministers' meetings.
- Host the annual meeting of the Northern Premiers' Forum, and support the Premier as Chair in preparation for and in the follow-up of the work plan.
- Continue to actively participate in intergovernmental fora at the executive level and officials level in the areas of trade, 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 negotiation of Denesuline overlap treaties in the Kivalliq, including drafting provisions and implementation planning.

Priorities (2019-20)

- Provide government wide coordination to ensure the government fulfills its obligations under the Nunavut Agreement.
- Establish strategic partnerships with Inuit organizations, the federal government, and the private sector to meet the needs of our communities to advance the goals and aspirations of Nunavummiut.
- Coordinate Premier's attendance at national and regional meetings such as Council of the Federation, Western Premiers' Forum, Northern Premiers' Forum, Federal-Provincial-Territorial Indigenous Forum, and First Ministers' meetings.
- 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 actively participate in intergovernmental fora at the executive level and enhance official level participation in the areas of trade, 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 negotiation of Denesuline overlap treaties in the Kivalliq, including drafting provisions and implementation planning.

Priorities (2020-21)

- Provide government wide coordination to ensure the government fulfills its obligations under the Nunavut Agreement.

- Establish strategic partnerships with Inuit organizations, the federal government, and the private sector to meet the needs of our communities to advance the goals and aspirations of Nunavummiut.
- Coordinate Premier’s attendance at national and regional meetings such as Council of the Federation, Western Premiers’ Forum, Northern Premiers’ Forum, Federal-Provincial-Territorial Indigenous Forum, and First Ministers’ meetings.
- 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 actively participate in intergovernmental fora at the executive level and enhance official level participation in the areas of trade, 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 negotiation of Denesuline overlap treaties in the Kivalliq, including drafting provisions and implementation planning.

Devolution Secretariat

The Devolution Secretariat leads the GN’s preparation for and participation in negotiations with the Government of Canada (GC) and Nunavut Tunngavik Incorporated (NTI) 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 positions and lead devolution negotiations for the Government of Nunavut.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-2021
Devolution Secretariat		2,358	2,228	2,228	2,228
Total, Devolution Secretariat		2,358	2,228	2,228	2,228

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

Priorities (2017-18)

- Continue and conclude agreement-in-principle negotiations as required with GC and NTI.
Status: Tri-partite negotiations of an agreement-in-principle are active and ongoing.

Priorities (2018-19)

- Continue and conclude agreement-in-principle negotiations as required with Government of Canada and Nunavut Tunngavik Incorporated.

Priorities (2019-20)

- Commence final Devolution Agreement negotiations and initiate plans for implementation.

Priorities (2020-21)

- Continue efforts on the negotiations with the Government of Canada and Nunavut Tunngavik Incorporated. Pending advancement of negotiations, direct and coordinate devolution implementation for the Government of Nunavut.

Financial Summary

Branch	2017-2018 Main Estimates		2018-2019 Main Estimates		2019-2020 Planned		2020-2021 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	2,763	19.0	2,719	19.0	2,719	19.0	2,719	19.0
Grants & Contributions	-		-		-		-	
Other O&M	943		928		928		928	
Subtotal	3,706		3,647		3,647		3,647	
Strategic Planning								
Compensation & Benefits	2,680	20.0	2,774	20.0	2,774	20.0	2,774	20.0
Grants & Contributions	-		-		-		-	
Other O&M	623		254		254		254	
Subtotal	3,303		3,028		3,028		3,028	
Nunavut Cabinet								
Compensation & Benefits	2,928	20.0	2,977	20.0	2,977	20.0	2,977	20.0
Grants & Contributions	-		-		-		-	
Other O&M	1,475		1,468		1,468		1,468	
Subtotal	4,403		4,445		4,445		4,445	
Commissioner of Nunavut								
Compensation & Benefits	166	1.0	172	1.0	172	1.0	172	1.0
Grants & Contributions	10		10		10		10	
Other O&M	123		123		123		123	
Subtotal	299		305		305		305	
Sivumuaqatigit								
Compensation & Benefits	2,296	22.0	2,389	25.0	2,389	22.0	2,389	22.0
Grants & Contributions	-		-		-		-	
Other O&M	427		657		657		657	
Subtotal	2,723		3,046		3,046		3,046	
Public Service Training								
Compensation & Benefits	1,477	11.0	1,442	11.0	1,442	11.0	1,442	11.0
Grants & Contributions	-		-		-		-	
Other O&M	3,635		3,410		3,410		3,410	
Subtotal	5,112		4,852		4,852		4,852	
Intergovernmental Affairs								
Compensation & Benefits	4,126	36.0	4,309	36.0	4,309	36.0	4,309	36.0
Grants & Contributions	330		355		355		355	
Other O&M	1,526		1,671		1,671		1,671	
Subtotal	5,982		6,335		6,335		6,335	
Devolution Secretariat								
Compensation & Benefits	1,304	10.0	1,174	7.0	1,174	10.0	1,174	10.0
Grants & Contributions	-		-		-		-	
Other O&M	1,054		1,054		1,054		1,054	
Subtotal	2,358		2,228		2,228		2,228	
Total	27,886	139.0	27,886	139.0	27,886	139.0	27,886	139.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Executive and Intergovernmental Affairs	As of Dec. 31, 2017		As of March 31, 2019	
	Capacity %		Capacity %	
Total Department Positions	102		102	
Total Filled Positions	79	77%	90	88%
Total Vacancies	23	23%	12	12%
Total Inuit	60	76%	67	74%
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	3	75%	3	75%
Total Senior-Management Positions	10		11	
Total Filled Senior-Management Positions	9	90%	11	100%
Total Vacant Senior-Management Positions	1	10%	0	0%
Total Inuit in Senior-Management Positions	5	56%	5	45%
Total Middle-Management Positions	12		12	
Total Filled Middle-Management Positions	5	42%	10	83%
Total Vacant Middle-Management Positions	7	58%	2	17%
Total Inuit in Middle-Management Positions	3	60%	7	70%
Total Professional Positions	35		34	
Total Filled Professional Positions	24	69%	27	79%
Total Vacant Professional Positions	11	31%	7	21%
Total Inuit in Professional Positions	14	58%	16	59%
Total Paraprofessional Positions	5		6	
Total Filled Paraprofessional Positions	5	100%	6	100%
Total Vacant Paraprofessional Positions	0	0%	0	0%
Total Inuit in Paraprofessional Positions	4	80%	4	67%
Total Administrative Positions	36		35	
Total Filled Administrative Positions	32	89%	32	91%
Total Vacant Administrative Positions	4	11%	3	9%
Total Inuit in Administrative Positions	31	97%	32	100%

Note: The department will receive funding for a total of 139 PYs in 2017-18. Of this total, 37 PYs are excluded from the departmental IEP because they are not positions within the department: 20 Cabinet staff, one Commissioner of Nunavut staff, and 16 Sivuliqtiksats intern positions.

Capacity

In Business Plan 2017-2018, the department anticipated to fill 14 out of 19 vacancies. Eleven of the target positions were filled either through the competitive process, and internal transfers, with two positions direct appointed. Of the remaining 3 targeted positions, one position was identified for an internship; one re-profiled while the third is still in the competitive process. Out of the 11 positions filled, eight were Nunavut Inuit.

While we have made a conscious effort in staffing the vacancies, the department had a tremendous turn over in staff. As of December 2017, the department has 23 vacancies. Vacancies occurred either through movement within the department through internal transfer assignments, promotions, or employees moving on to other Inuit organizations.

Inuit Employment Plans

Our Government Liaison office remains successful with 24 out of 25 positions with bilingual Inuit within the division.

The department maintains a 76% Nunavut Inuit rate. We strive to fill our vacancies with Nunavut Inuit. Many of our positions will be advertised as restricted to Nunavut Inuit.

Priorities (2017-18)

- The department will continue to evaluate vacancies within the department and determine whether it is feasible to re-profile a position to create an intern position for an Inuk.
Status: Over the last year, a senior manager position was re-located from Ottawa to Iqaluit. The position was successful filled with a Nunavut Inuit through Direct Appointment. The Incumbent was identified through the Phelps Leadership Program.

The department has identified the Manager of Human Resources, for an internship. We will work with the Sivuliqtiksats Program to move through the staffing stage.

Three positions in our Devolution Secretariat were temporarily transferred to the Sivumuaqatigiit Division to re-profile to assist with the Inuit Employment and policy development for Article 23.

- The department's main focus is not only to attract Inuit into vacant positions, however to retain Inuit by providing training and mentorship, to help encourage Inuit to apply for more senior positions with the GN as a whole. The department will continue to encourage Inuit to enroll in a variety of professional development courses including the Hivuliqtikhanut Leadership Program.
Status: To date, seven (7) Nunavut Inuit EIA employees have graduated from the Hivuliqtikhanut Leadership Development Program: three (3) from the Emerging Leaders' Series, three (3) from the Supervisors' Series, and one (1) from the Senior Managers' Series. An additional six (6) Nunavut Inuit EIA employees are currently participating in the Hivuliqtikhanut Leadership Development Program.

- Senior managers will encourage employees to develop training and development plans to identify training needs to help cross train and encourage Inuit employees to pursue career goals.

Status: In 2017-18, Nunavut Inuit Employees participated in a variety of training opportunities offered by the Government of Nunavut: there were 18 Inuit EIA participants in learning & Development courses, 2 in professional Inuktitut courses, 3 in French courses and 1 in an English course.

The department has continued to develop training plans with staff to encourage Inuit employee's career aspirations. Over the past year, we have hired Nunavut Inuit Casuals who we have proven to be exceptional employees. We are working with these Casuals to identify training needs to enhance their strengths through education and development plans to meet the requirements of the targeted positions.

The department has also provided an opportunity for indeterminate staff to move into managerial positions through short term internal transfer assignments. Development Plans will assist the employees to ensure training needs are met.

Priorities (2018-19)

- Senior Managers will receive training on available public service training opportunities and Inuit employment initiatives in order to identify employee-training needs and encourage Inuit employees to pursue career goals.
- Review key areas of our Inuit Employment Plan where our vacancies represent low percentage rates for Nunavut Inuit. With our Professional Level and middle management categories, the department will strive to fill the 18 vacancies with Nunavut Inuit.
- To continue to encourage Nunavut Inuit staff to avail themselves of programs offered through the Hivuliqtikhanut Leadership Program and as a result move forward with an opportunity for success in a managerial position.
- To create a new Human Resource Coordinator/Inuit Qaujimajatuqangit Coordinator position in order to review job descriptions for Inuit content and develop cultural programming and Inuktitut training for staff. This will coincide with the new Turaaqtavut Mandate and encourage the use of Inuktitut in our workplace.

Priorities 2019-20

- On-going review and implementation of the department's detailed departmental Inuit Employment Plan.
- Ensure that vacant positions are targeted and filled with Inuit.
- Continue to review job descriptions to ensure appropriate educational and work experience requirements are not over-inflated.

- Continue to support Inuit employees in pursuit of training and development opportunities available.

Priorities 2020-2021

- On-going review and implementation of the departments' detailed departmental Inuit Employment Plan.
- Ensure that vacant positions are targeted and filled with Inuit.
- Continue to review job descriptions to ensure appropriate educational and work experience requirements are not over-inflated.
- Continue to support Inuit employees in pursuit of training and development opportunities available.

This page is purposely blank.

**Department of
Finance**

**Business
Plan**

2018-2021

This page is purposely blank.

TABLE OF CONTENTS

CORE BUSINESS

Corporate Management.....	25
Fiscal Management.....	28
Comptrollership	31
Human Resources	34
Centrally Administered Funds.....	37
Financial Summary	38
Inuit Employment Plan	39

This page is purposely blank.

CORE BUSINESS

The Department of Finance operates across five branches:

	Budget (\$000)			
	2017-18	2018-19	2019-20	2020-21
Corporate Management	4,605	4,626	4,667	4,677
Fiscal Management	7,162	7,558	7,471	7,548
Comptrollership	9,654	9,578	9,552	9,589
Human Resources	20,700	20,531	21,714	21,946
Centrally Administered Funds	52,710	57,965	57,965	48,236
TOTAL	94,831	100,258	101,369	9,1996

Corporate Management

The Corporate Management Branch supports the Minister of Finance and enables the success of the Department of Finance branches and divisions in meeting their mandates through oversight, guidance and coordination of department activities. These responsibilities are met by the branch's two divisions: Directorate and Corporate Policy.

Objectives

- Provide a financial leadership role to all deputy heads across the GN.
- Provide liaison, assistance and guidance to public agencies.
- Provide leadership in the development and delivery of effective and responsive human resources policies, programs, practices and services.
- Provide leadership and support to branches and divisions to ensure that *Turaaqtavut* priorities are implemented.
- Collaborate with other departments on joint efforts to achieve mandate objectives.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Directorate		2,357	2,408	2,412	2,413
Corporate Policy		2,248	2,218	2,255	2,264

The Directorate leads the senior management team and ensures the department fulfills its mandate. The Directorate provides direction, monitors goals and objectives, and ensures that priorities and directives are followed. The Deputy Minister serves as the Secretary of Financial Management Board (FMB).

Corporate Policy assumes the lead role in providing support and liaising with the Minister's Office, and manages the communications function for the department, including maintaining the departmental website. The division is also responsible for legislation and policy development for the department, as well as providing financial and human resources related advice to other

departments and public agencies on their submissions to Cabinet. Corporate Policy supports client departments through development of Human Resources policy and through the development, maintenance and interpretation of Human Resources manuals and handbooks. Corporate Policy also manages the *Access to Information and Protection of Privacy Act* (ATIPP) process for the Department of Finance, and leads the department's Inuit societal values initiatives. For public agencies, the Corporate Policy division provides advice to the Minister of Finance, 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 Licensing Board.

Total, Corporate Management	4,605	4,626	4,667	4,677
------------------------------------	--------------	--------------	--------------	--------------

Priorities (2017-18)

- Establish and implement a framework for on-going evaluation of Department of Finance programs, services and deliverables, including goal establishment, performance indicators and internal reporting mechanisms.
Status: A preliminary departmental strategic plan has been developed. The final version will include performance indicators and internal reporting mechanisms.
- In collaboration with EIA, evaluate the implementation of the 2014-18 HR Strategy and begin development of the next Human Resources Strategy.
Status: Many of the priority action items in the current strategy have been completed. The departments of Finance and EIA continue to produce programs, policies, tools and resources needed by departments and public bodies to implement the Human Resource Strategy. Departments and public bodies report progress and results through their annual Business Plans and the Public Service Annual Report. Evaluation of the current Strategy is underway and is informing the development of an updated Strategy.
- In collaboration with NHC, review and revise the GN Staff Housing Policy.
Status: The Department of Finance has worked closely with the NHC to review the GN Staff Housing Policy. An options paper that includes opportunities to support alternative housing options for GN employees is expected to be complete by summer 2018.
- Assist the Nunavut Liquor Licensing Board in creating a more user-friendly application process for their clients.
Status: A new approval process for Special Occasion Permits has been developed, with the application form available for download on the Nunavut Liquor Licensing Board website. The renewal process for license holders has been streamlined. The Board website is being redesigned and is expected to have a fully operational and user friendly interface by summer 2018.

Priorities (2018-19)

- Enhance the Department of Finance's website to better and more effectively communicate with Nunavummiut and other interested parties.

- Develop an updated Human Resources Strategy, giving priority to increasing Inuit employment and strengthening human resource capacity across the public service, and begin implementation.
- Explore options to update and enhance Human Resources Manual directives and employee handbooks, with a focus on better enabling the government to meet its *Turaaqtavut* mandate priorities and Article 23 obligations in the *Nunavut Agreement* (with support from the Department of Executive and Intergovernmental Affairs).
- Working with the Department of the Executive and Intergovernmental Affairs, review government structures to ensure they support *Turaaqtavut* mandate priorities and meet the needs of Nunavummiut.
- Develop policies and regulations to support the implementation of the *Cannabis Act*.
- Working with Employee Relations, provide increased outreach for public servants relating to health and safety initiatives.
- Revisit and formalize the relationships between the GN and Nunavut's territorial corporations.
- Enhance support for the use of the Inuit language at the departmental level.
- Complete review and revision of the GN staff housing policy, in collaboration with NHC.

Priorities (2019-20)

- Continue to revise Human Resources Manual directives and employee handbooks to better enable the government to meet its *Turaaqtavut* mandate priorities and fulfill its obligations under Article 23 of the *Nunavut Agreement* (with support from the Department of Executive and Intergovernmental Affairs).
- Continue implementation of the new Human Resources Strategy.
- Undertake a review of the Iqaluit beer and wine store pilot project (with support from the Liquor Management Division).
- Monitor the implementation of the *Cannabis Act* and the associated policies and regulations.

Priorities (2020-21)

- Continue implementation of Human Resources Strategy.
- Review GN cannabis legalization approach to ensure efficiency and effectiveness.

- Begin review of the *Liquor Act* with consideration given to lessons learned from the Iqaluit beer and wine store pilot project and the implementation of the *Cannabis Act*.

Fiscal Management

The Fiscal Management branch supports the sound and responsible management of public money through the coordination and implementation of financial planning and decisions, the control of alcohol, and the day-to-day operations of the Department of Finance. These responsibilities are met by the branch's four divisions: Fiscal Policy, Expenditure Management, Corporate Services and Liquor Management.

Objectives

- Support the Minister of Finance and the Financial Management Board so that 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.
- Administers Nunavut's *Insurance Act* and regulation to govern the insurance industry and protect Nunavummiut.
- Support the smooth and professional operation of the wider Department of Finance.
- Implement Nunavut's liquor control system as set out by the *Liquor Act* and related regulations and policies, as well as encourage healthy and informed choices by Nunavummiut related to the responsible use of alcohol.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Fiscal Policy		2,094	2,075	2,051	2,052

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

Expenditure Management		1,907	1,973	1,973	1,993
-------------------------------	--	-------	--------------	-------	-------

Expenditure Management coordinates, facilitates, and provides policy and financial direction to the GN's budget development processes. The division provides financial management advice and administrative support to the Minister of Finance, the Financial Management Board, departments and public agencies. Expenditure Management performs a compliance and enforcement role with respect to departmental budgets, and has a lead role in the Government's capital planning

process. Through its treasury function, the division manages and forecasts GN cash flow requirements, and prudently invests surplus cash.

Corporate Services	2,349	2,671	2,671	2,671
---------------------------	-------	--------------	-------	-------

Corporate Services supports the department’s day-to-day operations by providing a range of financial, administrative and human resource services. The division is responsible for developing, analyzing and controlling the department’s budget, coordinates the department’s Financial Internship Program, and manages the Centrally Administrated Funds Branch. Corporate Services also oversees the Government’s risk management function.

Liquor Management	812	839	776	832
--------------------------	-----	------------	-----	-----

The Liquor Management division is responsible for the control of beverage alcohol in Nunavut. The Liquor Enforcement and Inspections section enforces the *Liquor Act* and regulations through licensing and inspection of licensed liquor establishments and special occasions involving alcohol. The section also implements the decisions and directives of the Nunavut Liquor Licensing Board.

The Nunavut Liquor Commission, established under the *Liquor Act*, is responsible for the purchasing, warehousing, permitting, sale and distribution of all alcoholic products in Nunavut. Given Canada’s legalization of cannabis in 2018-19 the GN has also proposed to give the Nunavut Liquor Commission the responsibility of managing the sale and distribution of cannabis throughout the territory. Due to its operational mandate and unique budgetary requirements, the Commission operates within a revolving fund, separate from usual government operations. The Commission is headquartered in Rankin Inlet.

Total, Fiscal Management	7,162	7,558	7,471	7,548
---------------------------------	--------------	--------------	--------------	--------------

Priorities (2017-18)

- Draft any needed amendments to the *Insurance Act* or Regulations.
Status: Given the complexity of the file and scarce resources, the department has focused on other priorities.
- Undertake discussions with Finance Canada regarding the renewal of Territorial Formula Financing.
Status: The department has participated in a number of discussions with Finance Canada and others on a number of issues, including the renewal of TFF.
- Coordinate a government-wide review of the GN capital planning process.
Status: Review completed. Ranking criteria have been improved allowing the government to better evaluate projects moving forward. The department has developed new tools to encourage departmental input.

Department of Finance

- Implement a Nunavut-wide campaign to encourage healthy and informed choices related to the responsible use of alcohol.
Status: The “Let’s Be Aware/Ujjiqsuqta” campaign was launched in March 2017 and continues to roll out new products and initiatives. The multi-media campaign is aimed at educating and enabling Nunavummiut to make healthy and informed choices related to the responsible use of alcohol through culturally appropriate messaging.
- Manage and monitor the opening of a pilot beer and wine store in Iqaluit.
Status: The Iqaluit Beer and Wine store opened September 6, 2017 as a three year pilot project. Monitoring of the impacts of opening the store is underway and will be ongoing.
- Evaluate the current Budget Planning process and explore options to streamline and standardize the process.
Status: Budgeting templates have been standardized. Work is underway to identify options for new and improved tools.

Priorities (2018-19)

- Develop and deliver financial process orientation for new executives.
- Review the methods used to set tax rates and review the appropriateness of current tax rates for all tax types.
- Monitor and evaluate the success of new capital planning ranking criteria to support project evaluation.
- Work collaboratively with GN departments and others to develop a more strategic focus for our infrastructure needs.
- Explore potential improvements to the capital carry over process.
- Review and improve the Nunavut Liquor Commission’s approach to recycling.
- Develop and implement a system for the sale and distribution of cannabis throughout Nunavut.

Priorities (2019-20)

- Modernize Nunavut’s tax database and related technology.
- Continue to work collaboratively with GN departments and others to improve infrastructure planning.
- Implement improvements to how the Capital Estimates are presented to MLAs and the public.

Priorities (2020-21)

- Ensure planning processes are amended and communicated for election year budget development.

Comptrollership

The Comptrollership branch includes four divisions: Internal Audit Services, Financial Systems Management, Financial Reporting and Controls, and Financial Operations. Comptrollership provides an accountability framework and systems that support the decentralized administration of GN mandates through the development and management of GN financial processes. These processes include both revenue and expenditure functions. Comptrollership also establishes and manages the form and content of the financial records and Public Accounts.

Objectives

- Develop, operate, maintain and monitor the government-wide accountability framework, financial and human resource information systems and related processes, and provide accounting and financial operations support services to GN departments and public agencies.
- Ensure that the Financial Administration Manual is current and responds to the needs of users.
- Ensure sound financial decision making throughout the GN 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 in order to assist the departments and public agencies in the effective discharge of their responsibilities by providing independent and objective assurance and advisory services.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
-----------------	-----------------------	----------------	----------------	----------------	----------------

Financial Operations		3,114	3,146	3,148	3,182
-----------------------------	--	-------	--------------	-------	-------

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

Financial Reporting and Controls		1,880	1,866	1,864	1,865
---	--	-------	--------------	-------	-------

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	2,998	2,918	2,913	2,913
-------------------------------------	-------	--------------	-------	-------

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

Internal Audit Services	1,662	1,648	1,627	1,629
--------------------------------	-------	--------------	-------	-------

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

Total, Comptrollership	9,654	9,578	9,552	9,589
-------------------------------	--------------	--------------	--------------	--------------

Priorities (2017-18)

- Develop any necessary amendments to the *Financial Administration Act* and regulations identified in the internal review. Update Financial Administration Manual directives as required and begin internal consultations on the development of any new directives required. *Status: Interdepartmental steering committee created to focus on updates to the Financial Administration Manual. Both creation of new directives as well as updating existing directives is underway, and will continue on an on-going basis.*
- The next generation version of ePersonality and the FreeBalance web-based application are scheduled to be in place by 2018-19. We will explore new modules and functionalities including additional workflow and approvals and adopt those that are beneficial to the GN. *Status: The FreeBalance Upgrade project has been terminated due to numerous critical issues encountered and the inability of the vendor to provide a functional deliverable. The EPersonality upgrade is underway, but is delayed due to critical issues encountered.*
- Consider any recommended changes to Internal Audit Services that result from the evaluation, and implement as necessary. *Status: Completion of the evaluation has been delayed. An internal and external Quality Assessment Review will be undertaken in 2018-19.*

- Implement a comprehensive system for tracking Leave & Attendance for the GN.
Status: The procurement process is nearing completion. Testing and implementation in pilot departments should begin early in the new year.
- Evaluate current status of Enterprise Resource Planning (ERP) and Human Resources Integrated Payroll (HRIP) applications and determine if the GN's business requirements are still being met.
Status: Finance is continuing work with CGS to evaluate GN ERP and HRIP systems. The department is currently working to initiate the procurement of a government-wide ERP system that would incorporate HRIP functions.

Priorities (2018-19)

- Continue development of new Financial Administration Manual directives. Begin consultations with Public Agencies and Territorial Corporations about specific Financial Administration Manual issues.
- Conduct an internal and external Quality Assessment Review of Internal Audit Services to ensure compliance with the applicable standards, overall quality assurance, and to improve audit activities.
- Assist the Taxation section in the procurement of a suitable solution to replace the outdated taxation software.
- Develop and implement policy and procedures for managing changes to financial systems throughout the GN.
- Develop an internal financial training and development program for GN staff.

Priorities (2019-20)

- Work with Public Agencies and Territorial Corporations to develop agency-specific Financial Administration Manual directives as required.
- Implement improvements to Internal Audit Services that resulted from the Quality Assessment Review to enhance services provided to the GN.
- Create financial statement development and analysis information for inclusion in the Public Accounts, providing context and clarity through the discussion of financial statement indicators and background information.
- Continue development of financial training program for GN staff.

Priorities (2020-21)

- Finalize and implement financial training program for GN staff.

Human Resources

The Human Resources branch consists of Employee Relations and Job Evaluation, Compensation and Benefits, Staffing and Recruitment, and Regional Operations. Tasked with managing the human resources function, human resources responsibilities includes employee and union relations; workplace health, safety and wellness; payroll and benefits; position development and staffing; and recruitment and retention.

Objectives

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

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Employee Relations and Job Evaluation		4,384	4,285	4,292	4,442
Recruiting and Staffing		3,328	3,183	3,233	3,333
Compensation and Benefits		3,314	3,223	3,460	3,451

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

This program works in collaboration with GN Departments and Public Bodies to obtain a qualified, representative, and responsive workforce. The Division is responsible for developing staffing policies and procedures; implementing recruitment initiatives; supporting Departments to achieve their Inuit Employment objectives; and managing a centralized staffing service, including the Summer Student Employment Equity Program.

Compensation and Benefits provides comprehensive payroll and benefit plan services to government employees, including the administration of the Public Service Pension Plan. It also provides guidance and functional support for operations carried out by the three regional financial services offices. It has the responsibility for managing the payroll and benefits module

of the government’s Human Resources Information System in conjunction with Financial Systems Management.

Regional Operations	9,674	9,840	10,729	10,720
----------------------------	-------	--------------	--------	--------

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

Total, Human Resources	20,700	20,531	21,714	21,946
-------------------------------	---------------	---------------	---------------	---------------

Priorities (2017-18)

- Complete Employee Survey and develop an Employee Wellness Program using the results to determine appropriate mechanisms to achieve positive results.
Status: Employee Engagement Survey completed, with results provided to the public through the GN website. New programs identified in the survey will be incorporated into the new Human Resources Strategy.
- Implement a pilot program delegating responsibility for staffing to select departments.
Status: Currently Qulliq Energy Corporation, Nunavut Arctic College and Department of Health have delegated authority for staffing. However, the incremental fiscal and human resources that would be required to implement delegated staffing at a broad departmental level must be balanced with the fiscal realities of the GN.
- Develop and release a “Managing in a Unionized Workplace” training program.
Status: Due to staff capacity in 2017-18, this priority was deferred to 2018-19.
- Establish a proactive Recruitment & Staffing Plan to focus on vacancy management, hard-to-fill positions, and targeted recruitment.
Status: The department has been making improvements to the staffing process to ensure greater efficiencies in completing staffing competitions. The department has been working collaboratively with the three regional offices to improve approaches to advertising vacancies, as well as with specific departments on developing more effective strategies for hiring some hard to fill positions. The department is also exploring potential improvements to the Direct Appointment process.
- Expand the profile of the GN as an Employer of Choice through larger social media tools.
Status: Discussions with LinkedIn have taken place throughout the year and the department is exploring options on how best to utilize their services for hard to fill positions. Use of other social media tools continues and will be expanded over the coming years.

Priorities (2018-19)

- Develop and release a “Managing in a Unionized Workplace” training program.

Department of Finance

- Negotiate a new collective agreement with the Nunavut Employees Union.
- Improve internal staffing processes and procedures to increase efficiency and better serve the needs of clients.
- Deliver training to HR practitioners related to mental health in the workplace.
- Review and revise the harassment awareness training program to emphasize workplace harmony through *Inuuqatigiitsiarniq, Tunnganarniq, and Ujjiqsutsiarniq*.
- Design and develop a Respectful Workplace program to focus on conflict management and alternative dispute resolution, rooted in Inuit Qaujimajatuqangit and Inuit Societal Values.
- Develop an internal training program for supervisors to increase awareness and proficiency in managing employees within the GN.

Priorities (2019-2020)

- Develop a strategy for improved outreach to communities and participation at trade shows and career fairs that would allow for increased visibility of employment opportunities.
- Implement a Respectful Workplace program, focusing on conflict management and alternative dispute resolution, rooted in Inuit Qaujimajatuqangit and Inuit Societal Values.
- Implement internal supervisor training program for GN employees.

Priorities (2020-2021)

- Update the Recruitment and Staffing website in order to promote the GN as the employer of choice.

Centrally Administered Funds

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

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Employee Benefits		23,543	26,725	26,725	27,281
Employee Benefits provides funding for Workers' Safety and Compensation Commission premiums, relocation, medical travel and other benefits for GN employees. It also provides the funding for the Summer Student Employment Equity Program.					
Capital Leases		10,317	10,285	10,285	-
Capital Leases provides the interest and amortization payments for the GN's leased office buildings that were acquired as part of the Nunavut Incremental Infrastructure program, as well as the Arviat Health Centre and the Winnipeg Boarding Home. It also pays the interest on the mortgage for the Sivummut Building in Iqaluit.					
GN Insurance		5,857	7,962	7,962	7,962
GN Insurance, which provides liability insurance coverage for GN activities and assets, is a component of the GN's risk management function.					
Energy Subsidies		10,938	10,938	10,938	10,938
Energy Subsidies provide equitable power rates throughout Nunavut to residential customers to encourage private home ownership and to small commercial enterprises to support the development of local business.					
Nunavut Child Benefit (NUCB)		2,055	2,055	2,055	2,055
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		52,710	57,965	57,965	48,236

Financial Summary

Branch	2017 - 2018		2018 - 2019		2019 - 2020		2020 - 2021	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Salary	3,800	22.0	3,748	22.0	3,748	22.0	3,748	22.0
Grants & Contributions	-		-		-		-	
Other O&M	805		878		919		929	
Subtotal	4,605		4,626		4,667		4,677	
Fiscal Management								
Salary	5,917	54.0	6,260	65.0	6,260	65.0	6,260.0	65.0
Grants & Contributions	-		-		-		-	
Other O&M	1,245		1,298		1,211		1,288.0	
Subtotal	7,162		7,558		7,471		7,548.0	
Comptrollership								
Salary	8,556	63.0	8,423	63.0	8,423	63.0	8,423	63.0
Grants & Contributions	-		-		-		-	
Other O&M	1,098		1,155		1,129		1,166	
Subtotal	9,654		9,578		9,552		9,589	
Human Resources								
Salary	17,746	142.0	17,397	142.0	18,465	151.0	18,465	151.0
Grants & Contributions	-		-		-		-	
Other O&M	2,954		3,134		3,249		3,481	
Subtotal	20,700		20,531		21,714		21,946	
Centrally Administered Funds								
Salary	6,953	-	7,147	-	7,147	-	7,347	-
Grants & Contributions	12,993		12,993		12,993		12,993	
Other O&M	32,764		37,825		37,825		27,896	
Subtotal	52,710		57,965		57,965		48,236	
TOTAL	94,831	281.0	100,258	292.0	101,369	301.0	91,996	301.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Finance	As of Dec. 31, 2017		As of March 31, 2019	
	Capacity %		Capacity %	
Total Department Positions	285		292	
Total Filled Positions	210	74%	215	74%
Total Vacancies	75	26%	77	26%
Total Inuit	93	44%	101	47%
Total Executive Positions	4		4	
Total Filled Executive Positions	3	75%	4	100%
Total Vacant Executive Positions	1	25%	0	0%
Total Inuit in Executive Positions	0	0%	0	0%
Total Senior-Management Positions	15		15	
Total Filled Senior-Management Positions	15	100%	15	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Inuit in Senior-Management Positions	2	13%	2	13%
Total Middle-Management Positions	39		39	
Total Filled Middle-Management Positions	31	79%	31	79%
Total Vacant Middle-Management Positions	8	21%	8	21%
Total Inuit in Middle-Management Positions	8	26%	8	26%
Total Professional Positions	82		83	
Total Filled Professional Positions	54	66%	54	65%
Total Vacant Professional Positions	28	34%	29	35%
Total Inuit in Professional Positions	11	20%	11	20%
Total Paraprofessional Positions	101		103	
Total Filled Paraprofessional Positions	79	78%	80	78%
Total Vacant Paraprofessional Positions	22	22%	23	22%
Total Inuit in Paraprofessional Positions	45	57%	50	63%
Total Administrative Positions	44		48	
Total Filled Administrative Positions	28	64%	31	65%
Total Vacant Administrative Positions	16	36%	17	35%
Total Inuit in Administrative Positions	27	96%	30	97%

Capacity

As of March 31, 2018 the Department is at 44% Inuit representation. Of 285 positions, 90 are filled by Inuit and 73 positions, are vacant.

March 31, 2018 Inuit Employment Target Positions – 17

The Department of Finance has filled 65% of the target positions (11 out of 17) with Nunavut Inuit employees, with 6 positions still unfilled. Of the filled positions, 82% are filled by Nunavut Inuit.

Priorities (2017-18)

In 2017-18, the Department of Finance undertook the following initiatives aimed at increasing Inuit employment:

- Hire a minimum of 20 Inuit through the Summer Student Employment Equity Program (SSEEP), helping students to determine whether a career in the public service fits their professional ambitions, and helping them develop transferable work skills.
Status: In 2017, the Department of Finance hired 20 summer students, 15 of whom were Inuit. Students were hired in all three regional offices as well as Iqaluit.
- Identify and post as many positions as possible as competitions restricted to Inuit.
Status: The Department of Finance has identified a number of positions for restricted postings including Customer Service Agent, Administrative Support Officer, POS Coordinator, Compensation and Benefits Officer, and Staffing Consultant. We are currently working to develop a tracking mechanism that will list specific positions that will be restricted to Inuit on an on-going basis.
- Finalize guidelines for the internal Financial Internship Program (FIP) and post to the departmental website.
Status: Work is underway to finalize the FIP guidelines and will carry into the 2018-19 fiscal year due to capacity issues.
- Identify high potential Inuit candidates and support them to participate in the Hivuliqtikhanut leadership development program.
Status: Three Nunavut Inuit from the department participated in the Hivuliqtikhanut leadership development program in 2017-18. Two Nunavut Inuit successfully completed the Nunavut-specific Policy Foundations course and one is currently enrolled in the Policy Training course.
- Develop a financial training program to help Inuit acquire technical expertise that will give them access to higher level positions within the department.
Status: This project is underway, with an anticipated completion in early 2018-2019.
- Hire Inuit as casual employees to provide them with an opportunity to experience first-hand a career in finance or human resources, and help encourage them to consider pursuing a career path in these areas.
Status: In fiscal year 2017-18, as of February 28, 2018, the Department of Finance had hired 35 casual employees, 25 of whom are Nunavut Inuit. Nine Inuit employed as casuals moved into indeterminate positions within the department.

Priorities (2018-19)

- Hire a minimum of 20 Inuit through the Summer Student Employment Equity Program, helping students to determine whether a career in the public service fits their professional ambitions, and helping them develop transferable work skills.
- Continue to encourage the use of the casual hiring process to provide Inuit with an opportunity to experience first-hand a career in finance or human resources, and help encourage them to consider pursuing a career path in these areas. Develop a clearer mechanism to ensure priority hiring is followed for casual hires.
- Track casual Inuit employees transferring into indeterminate roles, in order to better understand which pathways are most successful.
- Complete guidelines for the internal Financial Internship Program and post to the departmental website.
- Continue to encourage departmental managers to identify competitions as restricted to Inuit, including through communicating the value of having more positions staffed by bilingual candidates.
- Increase the number of high potential Inuit candidates participating in the Hivuliqtikhanut leadership development program and policy development programs.
- Promote the finance and human resources fields as ideal career choices for Inuit through increased use of career fairs.

Priorities (2019-2020)

- Continue to improve the internal Financial Internship Program, adapting it to better suit the needs of the Department and the interns themselves based on their feedback.
- Use interviews with current staff and supervisors, as well as exit surveys with departing staff, to clarify training needs and required support mechanisms for Inuit wishing to progress within Finance.
- Develop internal processes and products to encourage current staff to increase their educational level.
- Better track how many Nunavut Inuit employees are participating in educational initiatives, and their satisfaction with the initiatives.

Priorities (2020-2021)

- Actively promote the internal internship program to Inuit staff and encourage them to apply.
- Develop and undertake a survey measuring departmental employees' satisfaction with training and promotional opportunities.

Department of Finance

- Review tracking mechanisms previously implemented to increase timeliness and accuracy as well as reviewing value added.
- Create a more robust process for succession planning within the department, focused on identifying and developing promising Inuit candidates.

**Department of
Justice**

**Business
Plan**

2018-2021

This page is purposely blank.

TABLE OF CONTENTS

CORE BUSINESS

Advisory and Administrative Services.....	43
Law Enforcement	46
Legal Support Services.....	49
Court Services.....	52
Legal Registries	55
Corrections.....	57
Community Justice	60
Human Rights Tribunal	64
Legal Services Board.....	65
Financial Summary.....	69
Inuit Employment Plan.....	70

This page is purposely blank.

CORE BUSINESS

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

	Budget (\$000)			
	2017-18	2018-19	2019-20	2020-21
Advisory and Administrative Services	17,433	17,911	17,911	17,911
Law Enforcement	40,071	42,991	42,676	42,515
Legal Support Services	3,401	3,550	3,550	3,550
Court Services	11,878	12,502	12,528	12,528
Legal Registries	1,238	1,316	1,316	1,316
Corrections	35,401	38,031	38,031	38,031
Community Justice	4,852	5,389	5,495	5,495
TOTAL	114,274	121,690	121,507	121,346

Advisory and Administrative Services

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

Objectives

- To provide leadership for the department in order to ensure that its goals, objectives and priorities are met.
- To advise Cabinet on legal matters affecting the Government of Nunavut.
- To work with other departments, communities and governments to continuously improve the administration of justice in Nunavut.
- To support the development of Inuit legal professionals who can provide services in Inuktitut and bring an understanding of Inuit culture and values to their work.
- To provide policy direction and act as 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)	2017-18	2018-19	2019-20	2020-21
Deputy Minister/ Assistant Deputy Minister's Office					
Assistant Deputy Attorney General		1,769	1,845	1,845	1,845
<p>The Deputy Minister (DM)/ Deputy Attorney General (DAG), the Assistant Deputy Minister of Justice (ADM), and the Assistant Deputy Attorney General (ADAG) are responsible for the overall management of the department, including providing leadership and setting program direction, monitoring goals, objectives, policies and budgets and ensuring that priorities and directives are followed. The DM/DAG is the official legal advisor to the Executive Council and the Government of Nunavut. The ADM oversees the Community Justice Division, Corrections Division, the RCMP policing file, and the Office of the Public Trustee program. The Public Trustee program administers trusts on behalf of minors and administers estates and trusts of Nunavummiut who die without a will or are in need of protection because of disability. The ADAG oversees legal registries, legislation and legal services provided by the department.</p>					
Corporate Services		14,774	15,088	15,088	15,088
<p>The Corporate Services Division provides a full range of financial, staffing/training, administrative management and support services to the department. The Division also oversees the financial aspects of the policing agreements, and manages the human resources functions for the department. The Division also oversees the contribution agreements that fund the Legal Services Board, the Human Rights Tribunal and Community Justice Outreach Workers.</p>					
Policy and Planning		890	978	978	978
<p>The Policy and Planning Division is responsible for developing departmental policy and legislative proposals; analyzing proposed departmental policies; business plan development; conducting justice consultations with other departments, communities and governments; and developing and communicating departmental responses to justice issues.</p>					
Total Advisory and Administrative Services		17,433	17,911	17,911	17,911

Priorities (2017-18)

- Increase Inuit employment within the Department of Justice.
Status: The Department of Justice completed a new Inuit Employment Plan with the assistance of the Department of the Executive and Intergovernmental Affairs, which focusing on actionable items. The Corporate Services division worked with all the department's divisions to recruit and hire more Inuit through restricted competitions and through direct appointments. The Department of Justice also accessed the Inuit Training Travel fund for Inuit staff taking courses/workshops. The department had several Inuit staff taking the Inuit Uqausinginnik Taiguusiliuqtiit (IUT) assessment test to apply for the language incentive program application this year. The department also had an employee complete the Policy Foundations course available only for Inuit. The Department of Justice celebrated Inuit culture by holding several divisional and department-wide Cultural Immersion (IQ) days in

the spring and summer. The department also worked with Nunavut Artic College to develop a course proposal for justice-related training so that Nunavummiut and specifically Nunavut Inuit can acquire the education and training for several careers in justice, such as sheriffs, correctional officers, and court staff.

- Continue implementation of the Unlawful Property Forfeiture Legislation.

Status: The Civil Forfeiture Legislation was renamed the Unlawful Property Forfeiture Act. The department has prepared the necessary job descriptions, began to design the administrative and operational structure for the forfeiture office, and consulted with forfeited offices across Canada on these items. The department also worked with other Government of Nunavut departments on allocating the funding for the new office.

Priorities (2018-19)

- Work with the Federal Government to identify funds for diversions for therapeutic treatments and traditional Inuit counselling for accused persons and offenders.
- Increase Inuit employment within the Department of Justice.
- Conduct a review of organizations receiving departmental contribution agreements to ensure that they are providing the best possible services and maximizing the funds provided.
- Work with Law Enforcement to identify community-based policing solutions.
- Continue implementation of the Unlawful Property Forfeiture Act.
- Ensure government programs and services are more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation and policy by collaborating with government departments and agencies.
- Provide leadership and support to divisions to ensure that Turaaqtavut priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.

Priorities (2019-20)

- Continue to develop a project supporting diversions for therapeutic treatments and traditional Inuit counselling for accused persons and offenders.
- Increase Inuit employment within the Department of Justice.
- Work with Law Enforcement to identify community-based policing solutions.
- Review the *Family Abuse Intervention Act* and Territorial offences legislation for necessary updates.

Department of Justice

- Continue to ensure government programs and services are more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation and policy by collaborating with government departments and agencies.
- Provide leadership and support to divisions to ensure that Turaaqtavut priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.

Priorities (2020-21)

- Review the operations of the Civil Forfeiture Office.
- Increase Inuit employment within the Department of Justice.
- Work with Law Enforcement to implement community-based policing solutions.
- Continue review of the *Family Abuse Intervention Act* and Territorial offences legislation for necessary updates.
- Continue to ensure government programs and services are more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation and policy by collaborating with government departments and agencies.
- Provide leadership and support to divisions to ensure that Turaaqtavut priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.

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 federal-territorial 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)	2017-18	2018-19	2019-20	2020-21
Law Enforcement		40,071	42,991	42,676	42,515
Policing services are provided by the RCMP under contract with the Government of Nunavut. The Nunavut Division – “V” Division – has personnel posted throughout the Territory with detachments in 25 communities. There are 151 RCMP positions in Nunavut including regular RCMP officers, civilian and public servants.					
Total, Law Enforcement		40,071	42,991	42,676	42,515

Priorities (2017-18)

- Continue efforts to increase capacity to communicate in the Inuit language.
Status: “V” Division continues with initiatives that recognize the work of our Inuit speaking employees. “V” Division continues to utilize other Inuktitut speaking members in various positions in the division.
- Support police efforts to continue suicide prevention training and education.
Status: “V” Division continues to work closely with Embrace Life Council the Department of Health and the Nunavut Suicide Prevention Implementation Committee. Each of the 25 “V” Division detachments is involved in territorial inter-agency information sharing protocols to help minimize the impact and prevent incidents of suicide. “V” Division Members are proactively engaged in providing assistance to those identified at risk of suicide.
- Crime reduction through intelligence led by policing and crime prevention strategies.
Status: Targeted enforcement based on intelligence gathering continues to intercept illegal drugs and alcohol within Nunavut.

“V” Division currently employs a SAFE Schools Initiative, delivered in conjunction with the Department of Education, to coordinate emergency response in Nunavut schools. “V” Division now has direct communication with the public through Facebook and the RCMP website.

- Support police efforts to implement youth-based community policing initiatives, including addressing family violence and sexual abuse.
Status: The “V” Division Community Policing Section supports community policing and crime prevention initiatives throughout Nunavut. The RCMP met with stakeholders on this issue of child sexual abuse and has been working on a resource guide for those involved with trauma.

The RCMP hosted a Youth Leadership Workshop in Regina, SK in February 5-9, 2018, where a youth member of Rankin Inlet represented Nunavut with a “V” Division Constable. The youth helped develop an action plan to combat youth crime and victimization in Rankin Inlet.

“V” Division completed Drug Awareness and Resistance Education (DARE) in four (4) communities to over 300 students. The RCMP Aboriginal Shield Program (ASP) is a youth-driven program which delivers substance abuse prevention and healthy lifestyle coaching. ASP is community-led, police-assisted, program geared toward students from grades 5/6 and grades 7/8.

“V” Division partners with the Department of Family Services to provide child abuse prevention and investigation training. The joint effort includes participants such as officers, social workers and other professionals who most likely come into contact with children at risk and their families.

- Support and endorse restorative justice initiatives throughout Nunavut.
Status: The Youth Intervention Diversion Program, specifically designed in Nunavut, provides peace officers with evidence-based tools to assist them in making better decisions when dealing with young offenders. This program also seeks to mobilize key stakeholders and community partners to contribute to social development. The Youth Intervention Diversion Program focuses on screening low and no risk youth out of the criminal justice system altogether while referring moderate and high risk youth to community services.

Priorities (2018-19)

- Continue efforts to increase capacity to communicate in the Inuit language.
- Support police efforts to continue suicide prevention training and education.
- Crime reduction through intelligence led by policing and crime prevention strategies.
- Support police efforts to implement youth based community policing initiatives, including addressing family violence and sexual abuse.
- Support and endorse restorative justice initiatives throughout Nunavut.

Priorities (2019-20)

- Continue efforts to increase capacity to communicate in the Inuit language.
- Support police efforts to continue suicide prevention training and education.
- Crime reduction through intelligence led by policing and crime prevention strategies.
- Support police efforts to implement youth based community policing initiatives, including addressing family violence and sexual abuse.
- Support and endorse restorative justice initiatives throughout Nunavut.

Priorities (2020-21)

- Continue efforts to increase capacity to communicate in the Inuit language.
- Support police efforts to continue suicide prevention training and education.
- Crime reduction through intelligence led by policing and crime prevention strategies.
- Support police efforts to implement youth based community policing initiatives, including addressing family violence and sexual abuse.
- Support and endorse restorative justice initiatives throughout 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)	2017-18	2018-19	2019-20	2020-21
Legal and Constitutional Law		2,119	2,235	2,235	2,235

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

environmental law, finance, lands and facilities management, public procurement, and the drafting and review of major contracts).

Legislation Division	1,282	1,315	1,315	1,315
-----------------------------	-------	--------------	-------	-------

The Legislation Division has five main responsibilities which relate to legislative advice, translation, drafting, registration, and publication. The Division provides legislative advice; drafts bills, regulations and appointments for the government, the Assembly, and most statutory bodies. It translates all bills, and some other instruments, into Inuktitut, and translates all bills and all regulations into French. It registers, maintains, revises and consolidates the Acts and Regulations of Nunavut. It publishes, as required by law, all bilingual and multilingual publications produced by the Division, namely: the monthly *Nunavut Gazette*, and the statutes of Nunavut. As well, the Division maintains the website which makes the statutes, regulations and other instruments available to the public and responds to inquiries from the public concerning these legislative publications.

Total, Legal Support Services	3,401	3,550	3,550	3,550
--------------------------------------	--------------	--------------	--------------	--------------

Priorities (2017-18)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
Status: Both divisions continue to support lawyer staff participation in the Canadian Bar Association. Legal and Legislative Counsel have the opportunity to attend professional development events, both locally and nationally, throughout the year.
- Increase staff complement to sufficient levels to take on additional work as required.
Status: The Legal and Constitutional Law Division has fully staffed its contingent of Legal Counsel. The position of Office Administrator remains vacant. Staffing actions are taking place in the Legislation Division to fill vacant positions.
- Increase internal capacity and reduce the dependence on external contractors for routine legislative drafting, translation and legal services.
Status: The staffing of the Lawyer Translator, French position in the Legislation Division has reduced the dependence of the Division on external contractors. Use of external legal counsel to provide legal services has diminished over the course of the last two years, due to a strong focus on staffing legal counsel positions. The Division continues to make efforts to enhance specialized skills in order to minimize the use of outside counsel and the accompanying expenses.
- Develop capacity of counsel in specialized areas of particular interest to the GN, such as environmental assessment, procurement, and litigation.
Status: The lawyers in the Legal and Constitutional Division have been matched with mentors, all of whom are senior legal practitioners with the Ontario Ministry of the Attorney General. Work is assigned based on need, but every effort is made to tailor work to the experience and interests of each Legal Counsel.

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

Status: The Legislation Division has Inuktitut speaking staff who can provide front-line services in Inuktitut. A number of Legislation staff and Legal Counsel have completed the introductory level Inuktitut training, with four of these staff completing levels 2 and 3 courses. Newly hired Legal Counsel and new Legislative Counsel will also be taking Inuktitut language training.

Priorities (2018-19)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Enhance the ability of the Legal Division to provide services in Inuktitut by supporting further, higher level Inuktitut training for all Legal Counsel, and by fostering an environment where the use of Inuktitut, at all levels of proficiency, is encouraged in the Division.
- Help departments requesting the incorporation of Inuit Qaujimajatuqangit and Inuit Societal Values into their legislation to do so in a precise manner so that they can ensure their programs and services are more relevant.
- Oversee install and roll-out of Document Management System, migration of existing files into the Document Management System, and training for all lawyers on how to create and save files and documents into the Document Management System.
- Develop a new organizational structure for knowledge management, ensuring that legal opinions and templates are easily located, thereby minimizing duplication.

Priorities (2019-20)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Enhance the ability of the Legal Division to provide services in Inuktitut by supporting further, higher level Inuktitut training for all Legal Counsel, and by fostering an environment where the use of Inuktitut, at all levels of proficiency, is encouraged in the Division.
- Help departments requesting the incorporation of Inuit Qaujimajatuqangit and 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.
- Increase the number of lawyers within the Legal and Constitutional Law Division to allow for specialization in areas such as: litigation, environmental assessment, and procurement law.

Department of Justice

- Coordinate with the Nunavut Law School program to provide articling opportunities to program graduates.

Priorities (2020-21)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Help departments requesting the incorporation of Inuit Qaujimajatuqangit and 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.
- Enhance the ability of the Legal Division to provide services in Inuktitut by supporting further, higher level Inuktitut training for all Legal Counsel, and by fostering an environment where the use of Inuktitut, at all levels of proficiency, is encouraged in the Division.
- 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.
- Provide more consolidations of legislation.

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, the RCMP and other officials.

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

Objectives

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

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Court Administration		9,377	9,737	9,763	9,763
Court Administration is responsible for the provision of support services for the Nunavut Court of Justice throughout Nunavut. This includes providing information and assistance to the public, the Judiciary, legal counsel, the RCMP, and other individuals or groups who are bringing matters before the Court. The Nunavut Criminal Code Review Board is composed of psychiatrists, psychologists, experienced lawyers and non-professional members. The law library at the Nunavut Court of Justice provides legal information for members of the legal profession and Nunavummiut.					
The Family Support Program		379	379	379	379
The Family Support Program has the primary responsibility for collecting and disbursing child and spousal support payments. There are currently approximately two hundred and seventy one open family support files.					
Justices of the Peace (JPs)		878	1,135	1,135	1,135
Justices of the Peace are community-based judicial officers who have jurisdiction with the Nunavut Court of Justice over summary (less serious) <i>Criminal Code</i> 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.					
Coroner's Office		899	901	901	901
The Coroner's Office investigates the circumstances surrounding all reportable deaths that occur in Nunavut or as a result of events that occurred in Nunavut to determine the identity of the deceased and the facts concerning when, where, how, and by what manner a deceased person came to their death. The service is supported by Coroners within the communities, the RCMP, the Fire Marshall's Office, the Workers' Safety & Compensation Commission, the Transportation Safety Board, and various other agencies that work closely with the Coroner's Office. The Nunavut Coroner's Office is also responsible for arranging with southern providers for such services as autopsies and toxicology testing.					
Rental Office		162	163	163	163
The Rental Officer receives, investigates, mediates and adjudicates complaints under the <i>Residential Tenancies Act</i> . A finding of non-compliance can result in a Notice or Order and can be filed in Court and enforced as an Order of the Court.					
Labour Standards Board/Labour Services Administration		183	187	187	187
Labour Standards administers the <i>Labour Standards Act</i> and its regulations, the <i>Wage Recovery Act</i> , and the <i>Employment Agency Act</i> . The Labour Standards Board functions independently to hear appeals under the <i>Labour Standards Act</i> .					
Total, Court Services		11,878	12,502	12,528	12,528

Priorities (2017-18)

- Expand the current Justice of the Peace Program into the communities by investing resources to establish regional Justice of the Peace offices and facilities in each region.
Status: This priority has been extended to 2018-2019 due to capacity issues – there is currently an ongoing process to recruit a new legally trained Senior JP and a full-legally trained JP to fill retirement and vacancy. The Justice of the Peace Appointment and Remuneration Committee was established and has been meeting in order to appoint additional Justices of the Peace.
- Expand Sheriff Services to include greater responsibilities in the area of prisoner escort and management for court proceedings.
Status: The Sheriffs have taken over prisoner escort duties from the RCMP in Iqaluit. A capacity review of Court Services Division will need to be conducted if further expansions of this program are considered.
- Continue to provide ongoing staff training and professional development opportunities.
Status: The Court Services Division has developed in-house training for sheriffs and juridical officers as well as recognized certificate programs through Justice Institute of British Columbia designed specifically for Nunavut Courts staff. These training initiatives enhance the ability of Court Services staff to provide support to the Nunavut Court of Justice.
- Conduct an information technology needs assessment of the Court Records Management system.
Status: Court Services completed this review for a Joint Court-Corrections project to replace current records management systems, known as the Justice and Corrections Information Network. The Government of Nunavut is currently reviewing the options from this needs assessment.

Priorities (2018-19)

- Explore options to expand current library services and methods used to deliver court and legal information by researching a virtual module and information system based on current IT trends and learning programs.
- Complete an organizational review of the court administration business model and explore a realignment of service delivery to align and focus on a resolution objective model.
- Continue to provide ongoing staff training and professional development opportunities.
- Continue to assess and integrate Court and Corrections records management system.
- Complete a business analysis of the Justice of the Peace Program into the communities by investing resources to establish regional Justice of the Peace services in each region.
- Commence a project to expand digital audio recording of all court proceedings during circuit for the Nunavut Court of Justice in the communities.

Priorities (2019-20)

- Implement the 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 digital audio recording of all court proceedings during circuit for the Nunavut Court of Justice in the communities.

Priorities (2020-21)

- Explore paperless office environments in Courts by implementing E-Filing initiatives.
- Continue to 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.
- Continue to implement digital audio recording of all court proceedings during circuit for the Nunavut Court of Justice in the communities.

Legal Registries

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

Objectives

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

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Land Titles Office		791	831	831	831
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		447	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		1,238	1,316	1,316	1,316

Priorities (2017-18)

- Continue to improve the integration of various electronic registries.
Status: The new Business Enquiries And Registrations (BEAR) corporate registration system is still under development and has not yet been integrated into the Parcelized On-Line Land Registration (POLAR) system.
- Increase Inuit employment in the division and increase training and advancement opportunities for Inuit staff.
Status: Legal Registries Division has three Inuit staff among seven fully staffed positions. Divisional staff continue to develop new skills through internal training and courses offered by the Government of Nunavut.

Priorities (2018-19)

- Continue to develop the integration of various electronic registries.
- Concentrate on employee retention by providing staff training and professional development opportunities.
- Ensure the division is fully staffed.
- Continue to support Inuit language initiatives and Inuit employment.

- Work with Community and Government Services to ensure title is issues to all surveyed parcels within the municipalities pursuant to Sec. 14.2.1 of the *Nunavut Agreement*.

Priorities (2019-20)

- Build and develop a tri-lingual Investor Education website to better serve the investment education needs of Nunavummiut.
- Develop hard copy Inuktitut investor education materials aimed at elders to ensure investor education material is available to all Nunavummiut.

Priorities (2020-21)

- Develop add-on to Corporate Registry suite to assists Society administration practices, including a By-Law builder and interactive society management platform.
- Design community outreach sessions targeted to non-profits in Nunavut, working with other departments and agencies to create a strong network to support non-profit development.

Corrections

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

Objectives

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

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Corrections Directorate		6,449	6,507	6,507	6,507

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 3,415 **3,495** 3,495 3,495

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

Adult Healing Facility–Kugluktuk 1,867 **1,867** 1,867 1,867

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

Adult Institutions and Correctional Camps 10,216 **11,748** 11,748 11,748

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

Young Offenders Custody / Open and Secure 2,311 **2,589** 2,589 2,589

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

Women's Correctional Healing Facility 1,701 **1,701** 1,701 1,701

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

Rankin Inlet Healing Facility 6,138 **6,420** 6,420 6,420

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

Makigiarvik	3,304	3,704	3,704	3,704
Carrying out the direction of the Court, this adult institution in Iqaluit will house low risk inmates. It will provide programs and counseling to offenders to meet the Corrections' mission statement.				
Total, Corrections	35,401	38,031	38,031	38,031

Priorities (2017-18)

- Continue to improve safety and develop correctional capacity in Nunavut, establish maximum security correctional space, and plan for the repatriation of territorially sentenced incarcerated Nunavummiut housed outside of the territory.
Status: Corrections completed the design of the Qikiqtani Correctional Healing Centre which will provide maximum security correctional space, increase capacity, and vastly improve safety.
- Review and further develop transitional, rehabilitative programming offered by Corrections Nunavut for community and facility based sentences.
Status: Rehabilitative programming for community based sentences was reviewed and the Client Needs Assessment (CNA) was developed. This program is completed over the course of six meetings and focuses on topics such as education and employment, family relationships, and both mental and physical health. The information gathered during these six meetings is used to develop an individualized action plan for each offender which allows them to take ownership of their responsibilities and goals.
- Continue to evaluate current practices and continue to update Corrections' policies and legislation to reflect modern best practices and Inuit Qaujimajatuqangit.
Status: The department plans to introduce this legislation in the winter sitting of 2018.
- Strengthen and support the continuum of care that must exist between the community and facilities to encourage and facilitate the rehabilitation of incarcerated and formerly incarcerated Nunavummiut and Nunavut communities.
Status: Community Corrections Officers have been trained in new case management practices that include contacting inmates prior to release. This supports ongoing release planning conducted by facility classification staff.
- Implement staff training for all correctional staff across Nunavut in areas such as counseling techniques, healing programs, and suicide prevention.
Status: Through the Justice Training Centre, correctional staff across the territory have been trained in effective communication skills and mental health first aid. This training includes tools to use when an inmate discloses suicidal ideation and provides staff skills related to healing and counselling.

Priorities (2018-19)

- Review and implement the Client Needs Assessment,;

Department of Justice

- Review and update *Corrections Act* and Regulations to allow for the implementation of the new *Corrections Act*. The review will ensure programs and services offered by corrections are culturally relevant through incorporation of Inuit Qaujimajatuqangit and Inuit Societal Values.
- Review and update correctional policies and mandates to ensure they are in line with the establishment of medium and maximum security correctional space.
- Continue to fill any vacant positions identified during the 2016 review of the Corrections Division human resource capacity.

Priorities (2019-20)

- Complete Corrections policy updates and the organizational review to prepare for the establishment of medium and maximum security correctional space.
- Increase capacity to provide traditional counselling in each of Nunavut's Correctional Facilities in order to address the mental health and addictions needs of inmates in territorial custody.
- Develop a plan for the phased implementation of the opening of the Qikiqtani Correctional Healing Centre.

Priorities (2020-21)

- Create divisional and operational policies that are in line with the updated *Corrections Act* and regulations. The policy updates will be done in a manner that ensures that they are culturally relevant and effective through inclusion of Inuit Qaujimajatuqangit and Inuit Societal Values.
- Increase capacity for rehabilitative program implementation based on assessment and review.
- Increase resources and support available to staff who have experienced trauma in the workplace.

Community Justice

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

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

offenders and victims. Community Justice supports the development and implementation of services to assist families in mediation, with an emphasis on providing families an alternative to the court process for child custody, access and child support.

Objectives

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

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Community Justice Directorate		1,341	1,574	1,574	1,574
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		3,511	3,815	3,912	3,912
The Community Justice Program provides alternative justice to communities and offenders; provides crime prevention initiatives to communities; works in conjunction with community groups; provides funding for crime prevention programs; and works with offenders in the areas of mediation and diversion. It is important that local responsibilities and accountability be restored. Community Justice Committees can contribute to the creation of a fair, just, and supportive community in a manner that is consistent with traditional values, and provides an alternative to prosecution in Court.					
The Community Justice Division coordinates victims' services, including the development of policies and guidelines for the Victims Assistance Committee, and assists community groups in their applications for funding.					
The Community Justice Division also coordinates the family mediation program, which provides families an alternative to the Court process in terms of child custody, access and child support.					
Total, Community Justice		4,852	5,389	5,495	5,495

Priorities (2017-18)

- Continue to assist Justice Committees to divert cases from the formal criminal justice system, and to participate in community-based crime prevention initiatives.
Status: Community Justice Specialists continue to support Community Justice Outreach Workers (CJOWs) and Community Justice Committees in utilizing Restorative Justice and

Family Group Conferencing as a response to crime. CJOWs and Community Justice Committee members continue to receive training on Family Group Conferencing during Community Justice Specialist's visits to the communities. Community Justice Specialists work with CJOWs and Community Justice Committees to plan, organize and deliver community-based crime prevention initiatives. During community visits, Community Justice Specialists support CJOWs and Community Justice Committees with funding proposals, strengthened partnerships, training and resources.

- Continue to support victims of crime through the Victims Assistance Fund which is used to fund community based projects and activities that support victims of crime.
Status: The Community Justice Division has continued to advance services to victims of crime by providing functional support to the Victims Assistance Committee in administering the victims' assistance fund (VAF). Currently there is a call out for a new committee member from the Kitikmeot region.
- Deliver more programs and ensure support systems are in place for victims of crime.
Status: Five year funding, which started in 2016, in the amount of \$2,500,000 was used to continue services offered to victims of crime through Victims Travel Support and victim care. This will be a continuation of care and support until the end of 2020/21.
- Deliver more crime prevention programs in all regions of Nunavut.
Status: the following crime prevention programs were delivered; A Men's Gathering took place in Iqaluit involving men from ten selected communities under the Ikajuqtigiiniq program and a sewing program was completed in Igloolik. A Knowledge Exchange took place February of 2018 in Iqaluit to identify community needs and what crime prevention programs are specifically wanted in each region of Nunavut.
- Advance the delivery of an effective family mediation program for the people of Nunavut.
Status: Formal screening forms for domestic violence and mediation intake have been finalized and are being implemented. A tracking system to monitor referrals and to assist in statistic gathering has been implemented. There have been 4 successful Small Claims Mediations completed to date. The mediation program travelled to Cambridge Bay and trained 2 wellness workers to run a parenting program in Cambridge Bay. This program combines traditional parenting skills with knowledge about parenting children from separated and divorced families.
- Community Justice will work collaboratively with the Corrections Division to support offenders as they reintegrate into their communities at the completion of their sentence.
Status: A working group has been formed between Corrections and Community Justice. This working group has involved individuals from various levels and positions from both divisions and will continue to investigate joint needs and areas for collaboration.

Priorities (2018-19)

- 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.

- Deliver and develop more programs for victims of crime.
- Deliver crime prevention programs in all regions of Nunavut.
- Initiate a review and evaluation of the Crime Prevention Strategy.
- Work collaboratively with the Corrections Division to support offenders as they reintegrate into their communities at the completion of their sentence.
- Provide and further expand the Mediation program to include child protection mediation.
- Continue the training and development of CJOWs in all communities with the goal of increasing support for community-based justice and healing programs in order to address family violence.

Priorities (2019-20)

- 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 to deliver and develop programs for victims of crime.
- Continue to deliver crime prevention programs in all regions of Nunavut.
- Further develop the crime prevention strategy with feedback from the formal evaluation of the strategy.
- Continue to work collaboratively with the Corrections Division to support offenders as they reintegrate into their communities at the completion of their sentence.
- Develop family counselling capacity through expansion and support of the family mediation program.

Priorities (2020-21)

- 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.
- Deliver and develop programs for victims of crime.
- Deliver crime prevention programs in all regions of Nunavut.
- Continue to work collaboratively with the Corrections Division to support offenders as they reintegrate into their communities at the completion of their sentence.

- Initiate a review and evaluation of the mediation program.

Human Rights Tribunal (Contribution from Directorate Branch)

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

Objective

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

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
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 (2017-18)

- Complete one community visit per region to promote human rights and the Tribunal in Nunavut communities.
Status: The Tribunal did not conduct any community visits specifically to human rights.
- Schedule two face-to-face meetings among Tribunal members to clear decision backlog.
Status: Face-to-face meetings were held in Ottawa in December 2017 as part of the “Beyond Labels Symposium” with the Canadian Human Rights Commission, and Rankin Inlet on March 1-2, 2018.
- Maintain the membership of the Tribunal to ensure a 5-member adjudicative body.
Status: The Tribunal obtained appointments including the appointment of an additional member to make it a 6-member body to improve its capacity.
- Identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut.
Status: The Tribunal reviewed strategies for publicizing its role and presence through media and other sources at its face-to-face meetings and will assess those strategies for implementation going forward.

Priorities (2018-19)

- Implement public awareness information and potential community visits to raise awareness of human rights and the Tribunal in Nunavut communities.
- Schedule two face-to-face meetings among Tribunal members to clear decision backlog.
- Maintain the membership of the Tribunal to ensure a full member adjudicative body.
- Identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut to maintain or increase intake.

Priorities (2019-20)

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

Priorities (2020-21)

- Maintain the membership of the Tribunal to ensure a full member adjudicative body.
- Continue to decrease decision turn-around times.
- Continue to increase public awareness and public education about the Tribunal and its role.
- Schedule two face-to-face meetings to clear decision backlog.

Legal Services Board (Contribution from Directorate Branch)

The Legal Services Board is established under the *Legal Services Act* and is responsible for ensuring that all eligible persons in Nunavut receive legal aid and related services. The Board is also responsible for overseeing the operation of the following regional clinics: Maliiganik Tukisiiniakvik in the Baffin Region, Kivalliq Legal Services in the Kivalliq Region and the Kitikmeot Law Centre in the Kitikmeot Region. These clinics provide legal services, court worker services, referral services and public legal education and information in their respective regions. The Access to Justice Agreement, which governs federal and territorial funding, requires the Board to provide legal aid services, public legal education and information, and Inuit court worker programs and services.

Objectives

- To provide quality and timely legal services to all eligible persons.

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

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Legal Services Board		11,818	11,818	11,818	11,818
The Nunavut Legal Services Board provides criminal, family, and civil/poverty legal aid services through a blended staff and private lawyer model to the people of Nunavut.					
Total, Legal Support Services		11,818	11,818	11,818	11,818

Priorities (2017-18)

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

Status: The Legal Services Board prepared business planning to support organizational changes in line with the Board’s Strategic Plan, Court Worker Assessment and the Inuit Employment Plan.

The Board has transitioned from using full time staff lawyers to hiring Inuit Clinic Directors to manage and direct the growing regional clinics. A second regional – territorial consultation is planned to reinforce the work begun in March 2016 with the regional boards. The focus will include identifying and addressing regional concerns as next steps are explored in adapting a more efficient operational model.

- Continue to assess Legal Services Board policies for needed amendments and/or new areas requiring policy development.

Status: Legal Services Board formalized an inquest participation policy, amended the private panel policy to increase efficiency and improve quality control, drafted a non-harassment policy and amended the legal aid financial eligibility policy (and guidelines) to improve assessment capacity and updated financial guidelines.

- Develop and implement a Public Legal Education Initiative with partners to provide the public with more information about the law and their rights.

Status: Legal Services Board has recently resumed its position on the Public Legal Education Association of Canada board of directors which facilitates sharing best practices and current public information needs.

The Board is initiating a discussion with our own regional boards to utilize their grass roots resources to identify and deliver Public Legal Education Initiatives around the territory. The anticipated implementation of the Access to Justice Director will also provide a designated person to train and support community Court Workers to become more involved in bringing the initiative to their hamlets.

- Assess the success of implementing the change management plan and make any necessary adjustments.
Status: Implementation of key pieces of the change management plan have been on hold as the government continues to assess the Board's Business Plan first submitted in 2016. The Board has begun implementing changes that were able to be absorbed at current funding levels such as the hiring of non-lawyer clinic directors, hiring a Comptroller Trainee, initiating discussions with regional clinic boards, and ratifying reports and developing policies needed to accommodate some of the anticipated changes. To date, these small steps have been successful and are producing efficient and positive outcomes.
- Develop a new 3 - 5 year work plan for legal aid services in Nunavut.
Status: It was unable to be completed in 2017-18, but remains in the work plan for 2018-19.
- Implement succession planning for key leadership and senior management positions.
Status: Legal Services Board's Succession Plan has been implemented for senior management positions. A Comptroller Trainee, who is Nunavut Inuit, has been hired and is a year into a comprehensive training and educational plan designed to ready her to succeed the current Comptroller. Similar discussions are happening at the Board and senior management levels for the Chief Executive Officer and Chief Operations Officer positions. Priority has been given to the CEO position with the imminent departure of the current CEO.

Priorities (2018-19)

- Update Legal Services Board policies for needed amendments and establish new policy development.
- Develop and implement Inuit Employment Plan strategies and succession planning.
- Develop work opportunities for Nunavut law students and graduates.
- Work with the Government of Nunavut to initiate a privacy assessment of the government IT platform and its procedures to determine if it can appropriately support the solicitor-client requirements of practicing lawyers and their clients as required by Law Societies and the Courts.
- Develop a new 3 - 5 year work plan for legal aid services in Nunavut.

Priorities (2019-20)

- Continue to assess Legal Services Board policies for needed amendments and/or new areas requiring development.
- Continue to work on implementing the goals of the Legal Services Board Strategic Plan
- Continue to develop and implement Inuit Employment Plan strategies.

Department of Justice

- Continue to develop work opportunities for graduates of the Nunavut Law School program.

Priorities (2020-21)

- Continue to assess Legal Services Board policies for needed amendments and/or new areas requiring development.
- Work towards realizing the goals of the Legal Services Board Strategic Plan.
- Implement Inuit Employment Plan strategies.
- Develop job opportunities for Nunavut law students and graduates of the Nunavut Law Program.

Financial Summary

Branch	2017- 2018 Main Estimates		2018 - 2019 Main Estimates		2019 - 2020 Planned		2020 - 2021 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Advisory and Administrative Services								
Compensation & Benefits	4,438	45.0	4,915	45.0	4,915	45.0	4,915	45.0
Grants & Contributions	12,630		12,630		12,630		12,630	
Other O&M	365		366		366		366	
Subtotal	17,433		17,911		17,911		17,911	
Law Enforcement								
Compensation & Benefits	-	-	-	-	-	-	-	-
Grants & Contributions	-		-		-		-	
Other O&M	40,071		42,991		42,676		42,515	
Subtotal	40,071		42,991		42,676		42,515	
Lawyer Support Services								
Compensation & Benefits	3,050	26.0	3,199	26.0	3,199	26.0	3,199	26.0
Grants & Contributions	-		-		-		-	
Other O&M	351		351		351		351	
Subtotal	3,401		3,550		3,550		3,550	
Registries and Court Services								
Compensation & Benefits	7,786	71.0	8,488	72.0	8,514	72.0	8,514	72.0
Grants & Contributions	-		-		-		-	
Other O&M	5,330		5,330		5,330		5,330	
Subtotal	13,116		13,818		13,844		13,844	
Corrections								
Compensation & Benefits	25,153	216.0	27,784	216.0	27,784	216.0	27,784	216.0
Grants & Contributions	-		-		-		-	
Other O&M	10,248		10,247		10,247		10,247	
Subtotal	35,401		38,031		38,031		38,031	
Community Justice								
Compensation & Benefits	2,537	20.0	3,382	27.0	3,488	27.0	3,488	27.0
Grants & Contributions	1,827		1,519		1,519		1,519	
Other O&M	488		488		488		488	
Subtotal	4,852		5,389		5,495		5,495	
Total	114,274	378.0	121,690	386.0	121,507	386.0	121,346	386.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Justice	As of Dec. 31, 2017		As of March 31, 2019	
	Capacity %		Capacity %	
Total Department Positions	378		386	
Total Filled Positions	261	69%	269	70%
Total Vacancies	117	31%	117	30%
Total Inuit	119	46%	127	47%
Total Executive Positions	3		3	
Total Filled Executive Positions	1	33%	2	67%
Total Vacant Executive Positions	2	67%	1	33%
Total Inuit in Executive Positions	0	0%	1	50%
Total Senior-Management Positions	8		8	
Total Filled Senior-Management Positions	8	100%	8	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Inuit in Senior-Management Positions	0	0%	0	0%
Total Middle-Management Positions	25		24	
Total Filled Middle-Management Positions	20	80%	20	83%
Total Vacant Middle-Management Positions	5	20%	4	17%
Total Inuit in Middle-Management Positions	6	30%	7	35%
Total Professional Positions	68		71	
Total Filled Professional Positions	49	72%	51	72%
Total Vacant Professional Positions	19	28%	20	28%
Total Inuit in Professional Positions	14	29%	13	25%
Total Paraprofessional Positions	70		71	
Total Filled Paraprofessional Positions	47	67%	50	70%
Total Vacant Paraprofessional Positions	23	33%	21	30%
Total Inuit in Paraprofessional Positions	26	55%	26	52%
Total Administrative Positions	204		209	
Total Filled Administrative Positions	136	67%	138	66%
Total Vacant Administrative Positions	68	33%	71	34%
Total Inuit in Administrative Positions	73	54%	80	58%

Capacity

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

As of December 31, 2017, out of a total of 378 positions the Department of Justice is operating at 69% capacity with 117 vacancies. 119 positions are held by Inuit employees – this is 46% of total filled positions. The department is actively seeking ways to increase Inuit employment within the department.

In the 2018-21 fiscal years, the Department of Justice will be participating in government-wide initiatives and department-specific initiatives to work towards achieving an average of 53% Inuit representation by 2019.

In 2017-18, the Department of Justice worked with the Department of Executive and Intergovernmental Affairs to prepare a new Inuit Employment Plan to 2023, outlining short-, medium- and long-term goals and specific action items to achieve those goals.

Working with the Department of Executive and Intergovernmental Affairs, the Department of Justice supports the *Sivuliqtiksatsat* Program. Since 2013, three Inuit employees in the department have successfully completed the internship program and taken management or senior management roles with Justice and another department. The department will continue to apply for *Sivuliqtiksatsat* internship positions as they become available.

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

Inuit Employment Plans

Priorities (2017-18)

- Continue to update job descriptions and ensuring no artificial barriers exist to Inuit.
Status: The department's Corporate Services division is continuing to work with all divisions to recruit and hire more Inuit through restricted competitions and potential direct appointments. All job descriptions are thoroughly reviewed when processed in order to address any unnecessary and artificial educational barriers and experience requirements.
- Use existing hiring procedure to promote Inuit Hiring (for example: Restricted Competitions).
Status: The Department of Justice has been taking advantage of tools like: direct appointments for Inuit who have been in the casual position for more than a year; ITA to help Inuit to learn and gain on-job experience etc. In addition, the department has begun to move toward the newly created restricted competition process. Restricted competitions

for Inuit will allow for fair competition while also ensuring Inuit hiring. Prior to commencing a job action the department ensures to conduct a review to identify appropriate competitions for restricted competition.

- Providing both internal and external training and encourage staff to take on job training to improve their credentials.
Status: Training opportunities are constantly forwarded to all managers for consideration of employees. Ongoing training is provided to assist staff in developing skills to address the day to day stresses of the work environment. Managers and supervisors meet with employees on an informal basis to ensure inclusion in the various aspects of the daily operations of the work-site. Managers and supervisors encourage employees to enhance their skills and education through GN sponsored courses or courses outside the GN that may be related to their work or interests. This year, the department of Justice also took advantage of Inuit Training Travel fund provided by EIA for Inuit staff taking courses/workshops. Correctional staff receive ongoing training including self-defense, first aid – CPR, suicide intervention and NUHALT to name a few.
- Accessing the Sivuliqtiksat Internship Program for various positions within the divisions.
Status: The Department of Justice did not submit new applications to the Sivuliqtiksat Internship Program this year. However, the department had one intern under the program from November 2016 until November 2017 and the department continues to explore potential positions that can utilize this program. The intern completed the program on time and graduated in March of 2018.
- Encourage all staff, both current and new, to take advantage of the cultural orientation training and Inuktitut in the Workplace language training.
Status: The department has several Inuit staff taking Inuit Uqausinginnik Taiguusiliuqtiit (IUT) assessment test to apply for language incentive program application this year. And the department always encourages all staff to take advantage of the Inuktitut in the Workplace language training offered by the Department of Finance.
- Promote greater understanding of the Inuit culture, and facilitate the use of Inuit Qaujimajatuqangit principles in the workplace.
Status: The department encourages all staff to take advantage of the cultural orientation training offered by the Department of Finance. This promotes understanding of the Inuit culture, which facilitates the use of Inuit Qaujimajatuqangit principles in the workplace. Employees are encouraged to utilize the various official languages in the workplace, to participate in language training, and to correspond with the public in the official languages in Nunavut.
- The Corrections Division will continue its focus on providing a safe and healthy work environment that will support the recruitment and retention of beneficiaries into a career in Corrections.
Status: The Corrections Division continues to provide comprehensive job training and mentorship opportunities to ensure Inuit employees have the opportunity to obtain the necessary skills to succeed in their positions and progress into more senior and specialized

roles. The division has also continued to work with the Department of Health's Mental Health Division to provide support to all staff following critical incidents. There are also work and learning opportunities for divisional staff through the Inuit Cultural Skills Program.

- The Corrections Division will continue advertise and engage with the public to promote a career in corrections to beneficiaries.
Status: The Corrections Division continues to make efforts to recruit and retain Inuit employees. There is a permanent posting on the Government of Nunavut job site for Correctional Officers. The Corrections Division follows all Government of Nunavut priority hiring protocols and priority is immediately given to qualified beneficiary applicants for both indeterminate and casual positions. The division has reviewed correctional job descriptions to identify and remove potential barriers to Inuit employment.
- Foster initiatives that improve the quality of work life by improving employee perception and encourage quality of work initiatives and flexibilities.
Status: The department has had several divisional and department wide Cultural Immersion (IQ) days in the past year. A committee made up of staff from across the department works on the Cultural Immersion Days and promotes involvement of employees. Employees are encouraged to participate in various cultural orientation activities and events. Subject to operational requirements, employees can have flexibility in their hours of work, and in the Correctional facilities staff have the opportunity to request shift trades in order to ensure work life balance and accommodate family and community events activities.
- Work with Arctic College and other programming providers to deliver justice careers training for beneficiaries.
Status: The Department of Justice worked with Nunavut Arctic College (NAC) to develop a course proposal for justice-related training in Nunavut. The program is designed to attract and provide skills to Nunavut Inuit and other Nunavummiut that can lead to careers in policing/ enforcement, court services, and corrections. The department is currently reviewing the proposal with the Department of Executive and Intergovernmental Affairs and NTI.

March 31, 2018 Inuit Employment Target Positions – 27

- The Department of Justice has filled 14 of the 27 positions and of these 14 filled positions, 57% (8 out of 14) were Inuit.

Priorities (2018-19)

- Increase Department of Justice positions in the communities where Inuit representation is higher.
- Focus on monitoring the departmental IE status, communicating with senior managers to adjust hiring strategies accordingly along with the time being.

Department of Justice

- Use existing hiring procedures to promote Inuit Hiring (for example: Restricted Competitions).
- Providing both internal and external training and encourage staff to take on job training to improve their credentials.
- Accessing the Sivuliqtiksat Internship Program for various positions within the divisions.
- Encourage all staff, both current and new, to take advantage of the cultural orientation training and Inuktitut in the Workplace language training.
- Promote greater understanding of the Inuit culture, and facilitate the use of Inuit Qaujimajatuqangit principles in the workplace.
- Foster initiatives that improve the quality of work life by improving employee perception and encourage quality of work initiatives and flexibilities.
- Work with Nunavut Arctic College and other programming providers to deliver justice careers training for beneficiaries.
- Provide employment opportunities for Inuit students in the NAC/University of Saskatchewan law program.

Priorities (2019-2020)

- Increase Department of Justice positions in the communities where Inuit representation is higher
- Focus on monitoring the departmental IE 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).
- Providing both internal and external training and encourage staff to take on job training to improve their credentials.
- Accessing the Sivuliqtiksat Internship Program for various positions within the divisions.
- Encourage all staff, both current and new, to take advantage of the cultural orientation training and Inuktitut in the Workplace language training.
- Promote greater understanding of the Inuit culture, and facilitate the use of Inuit Qaujimajatuqangit principles in the workplace.

- Foster initiatives that improve the quality of work life by improving employee perception and encourage quality of work initiatives and flexibilities.
- Work with Nunavut Arctic College and other programming providers to deliver justice careers training for beneficiaries.
- Provide employment opportunities for Inuit students in the NAC/University of Saskatchewan law program.

Priorities (2020-2021)

- Increase Department of Justice positions in the communities where Inuit representation is higher
- Focus on monitoring the departmental IE status, communicating with senior managers to adjust hiring strategies accordingly along with the time being.
- Use existing hiring procedure to promote Inuit Hiring (for example: Restricted Competitions).
- Providing both internal and external training and encourage staff to take on job training to improve their credentials.
- Accessing the Sivuliqtiksats Internship Program for various positions within the divisions.
- Encourage all staff, both current and new, to take advantage of the cultural orientation training and Inuktitut in the Workplace language training.
- Promote greater understanding of the Inuit culture, and facilitate the use of Inuit Qaujimajatuqangit principles in the workplace.
- Foster initiatives that improve the quality of work life by improving employee perception and encourage quality of work initiatives and flexibilities.
- Work with Nunavut Arctic College and other programming providers to deliver justice careers training for beneficiaries.
- Provide employment opportunities for Inuit students in the NAC/University of Saskatchewan law program.

This page is purposely blank.

**Department of
Culture and Heritage**

**Business
Plan**

2018-2021

This page is purposely blank.

TABLE OF CONTENTS

CORE BUSINESS

Directorate	77
Official Languages	80
Heritage.....	84
Elders and Youth	86
Inuit Qaujimajatuqangit.....	88
Financial Summary.....	91
Inuit Employment	92

This page is purposely blank.

CORE BUSINESS

	Budget (\$000)			
	2017-18	2018-19	2019-20	2020-21
Directorate	5,275	5,275	5,275	5,275
Official Languages	10,871	10,871	10,871	10,871
Heritage	6,008	6,008	6,008	6,008
Elders and Youth	2,208	2,208	2,208	2,208
Inuit Qaujimagatuqangit	1,335	1,335	1,335	1,335
TOTAL	25,697	25,697	25,697	25,697

Directorate

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

Objectives

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

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
----------	----------------	---------	---------	---------	---------

Deputy Minister's Office		632	632	632	632
---------------------------------	--	-----	------------	-----	-----

The Deputy Minister's office is responsible for overseeing the operations and services of Corporate Services and Policy and Planning divisions. In addition, the Deputy Minister is responsible for ensuring department-wide objectives, policies and budgets, and to monitor that priorities and objectives are achieved. The Deputy Minister is also responsible for providing support and advice to the Minister and Executive Council.

Assistant Deputy Minister's Office		322	322	322	322
---	--	-----	------------	-----	-----

The Assistant Deputy Minister's office provides support to the Deputy Minister in departmental management. The Assistant Deputy Minister also provides leadership and direction for overseeing the operations and services of Official Languages, Elders and Youth, Inuit Qaujimagatuqangit, and Heritage.

Policy and Planning 831 **831** 831 831

Policy and Planning coordinates strategic planning and the business planning process and provides leadership in policy development and communications. Policy and Planning also leads in the development of Ministerial briefing materials, coordinates departmental responses to ATIPP requests, assists in legislative initiatives, and oversees departmental records management.

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

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

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

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

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

Priorities (2017-18)

- Establish a Nunavut Arts Council.
Status: A Nunavut Arts Council was not established. The department will continue to fund arts through grants and contributions.
- Engage Nunavut Housing Corporation to develop a method for incorporating Inuit Qaujimajatuqangit (IQ) principles into housing design, particularly in regard to purpose built housing for vulnerable groups, including Elders.
Status: This item has been carried over to the 2018-2019 fiscal year.
- Prepare for a warehouse facility for our art and artwork transferring in from different jurisdictions.
Status: Engaged in ongoing discussions with partners for the long-term needs of housing Nunavut's art and artwork collections that would benefit Nunavummiut.
- In conjunction with other partners, prepare to transfer art and artifacts from various Canadian jurisdictions to Nunavut.
Status: While the department continues long-term planning to curate its collections, it has taken steps to loan and display some of its art collection across Nunavut, including at the International Iqaluit Airport, the Legislative Assembly, and some communities (Baker Lake, Iqaluit, Cambridge Bay, Gjoa Haven, and Pangnirtung).

Priorities (2018-19)

- Provide leadership and support to divisions to ensure that Turaaqtavut priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Strengthen cultural ties between Manitoba and Nunavut through the Manitoba/Nunavut Memorandum of Understanding for Inuit Art and explore programming opportunities for exchanges and joint effort for artists, elders and youth.
- Engage Nunavut Housing Corporation to develop a method for incorporating Inuit Qaujimajatuqangit (IQ) principles into housing design, particularly in regards to building housing for vulnerable groups, including Elders.
- Work with our partners to explore ways to bring heritage collections back to the territory.
- Hold information sessions in Nunavut communities to promote Culture and Heritage's Grants and Contributions policy.
- Coordinate and promote common approaches to strengthen the foundation for a fully functional, bilingual society in Inuktitut.
- Provide oversight of the Uqausivut Plan by coordinating the implementation of the language acts by departments and public agencies, and be a champion and advocate, inside and outside of government, consistent with the spirit and intent of the Acts.
- Ensure government programs and services are more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation and policy by collaborating with government departments and agencies.

Priorities (2019-20)

- Develop an art and cultural acquisition policy.
- Begin negotiations for a new Canada-Nunavut Agreement on French Language Services and the Inuktitut Language.
- Evaluate the Grants and Contributions funding programs to meet the needs of Nunavummiut.
- Hold information sessions in Nunavut communities to promote Culture and Heritage's Grants and Contributions Policy.
- Coordinate and promote common approaches to strengthen the foundation for a fully functional, bilingual society in Inuktitut.

Department of Culture and Heritage

- Continue to provide oversight of the Uqausivut Plan, by coordinating the implementation of the language acts by departments and public agencies, and be a champion and advocate, inside and outside of government, consistent with the spirit and intent of the Acts.
- Ensure that government programs and services are more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation and policy by collaborating with government departments and agencies.
- Collaborate with the Department of Education to amend those areas of the Inuit Language Protection Act that pertain to education.

Priorities (2020-21)

- Following negotiations with the Government of Canada, conclude a new Canada-Nunavut Agreement on French Language Services and the Inuktitut Language.
- Update the Grants and Contributions funding programs.
- Hold information sessions in Nunavut communities to promote Culture and Heritage's Grants and Contributions policy.
- Continue to host and chair a territorial leadership forum to strategically coordinate and promote common approaches to strengthen the foundation for a fully functional, bilingual society in Inuktitut.
- Continue to provide oversight of the Uqausivut Plan, by coordinating the implementation of the language acts by departments and public agencies, and be a champion and advocate, inside and outside of government, consistent with the spirit and intent of the Acts.
- Continue to ensure that government programs and services are more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation and policy by collaborating with government departments and agencies.

Official Languages

Official Languages plays a central role in promoting and coordinating the implementation, monitoring, management and evaluation of language obligations and policies government wide. The Branch oversees the administration of both territorial and federal language funds to assist departments and public agencies in delivering French and Inuit language programs and services.

It also coordinates and provides translation services in Inuktitut, French and English to departments and public agencies. As a result of the new language legislation, the Branch has further enhanced responsibilities to promote the vitality of the Inuit and French language in communities in Nunavut, while developing and coordinating policies and programs supporting

the revitalization of Inuktitut among youth and communities with concerns of language loss, and strengthening its use among Nunavummiut.

Objectives

- Promote the equality of Nunavut’s Official Languages.
- Coordinate the implementation, monitoring, management and evaluation of language obligations, policies, programs and services by departments and public agencies.
- Support the development, revitalization and use of Inuktitut among youth, communities, and across all sectors of Nunavut society.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Official Languages Administration		292	292	292	292
Official Languages Administration provides overall direction and planning for the management and delivery of the Branch’s programs and services. Key responsibilities include the development of language regulations and policies, ongoing consultations with territorial institutions and others, maintenance of the Uqausivut Plan, and monitoring government-wide language implementation activities and results.					
Translation Bureau		3,439	3,439	3,439	3,439
Translation Bureau coordinates and provides translation, editing and interpreting services in the Official Languages to departments and public agencies, in accordance with the Translation Policy and guidelines. The Bureau maintains a multilingual translation memory system, and collaborates with other organizations on language development and standardization.					
Inuktitut Affairs		1,287	1,287	1,287	1,287
Inuktitut Affairs supports the management, implementation and monitoring of Inuit language obligations, programs and services by departments and public agencies. It coordinates policies and programs intended to promote the revitalization and vitality of Inuktitut in Nunavut, in accordance with the <i>Inuit Language Protection Act</i> and the <i>Official Languages Act</i> . It 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		5,000	5,000	5,000	5,000
The Inuit Language Implementation Fund assists Departments and public agencies in building their capacity to deliver programs and services in Inuktitut. The funds are centrally administered by the Department of Culture and Heritage to ensure effective management and accountability.					
Community Inuit Language Initiatives		563	563	563	563
Community Inuit Language Initiatives provides grants and contributions that support community-based initiatives that support the development, preservation, use and promotion of Inuktitut.					

Francophone Affairs 290 **290** 290 290

Francophone Affairs supports the management, implementation and monitoring of French language obligations, programs and services by departments and public agencies. It administers French language funding programs, and promotes public awareness about French language obligations and liaises with Francophones in accordance with the provisions of the *Official Languages Act*.

Total, Official Languages **10,871** **10,871** **10,871** **10,871**

Priorities (2017-18)

- Improve the monitoring of the implementation of the 2017 – 2020 *Uqausivut Plan*, and report in a timely manner on results achieved and resources used by government departments and public agencies in the delivery of programs and services in Inuktitut and French.
Status: Following the evaluation of *Uqausivut*, the department completed an organizational review of the *Official Languages Branch*. The department also administered an additional \$4.1 and \$3.67 million in third party federal funding, respectively to support Inuktitut language initiatives and French language services.
- Coordinate the planning of *Uqausirmut Quviasuutiqarniq*, Nunavut’s celebration of Inuktitut, around the theme of “*Inuit Ukpirijaviniit*” (Inuit beliefs and myths).
Status: *Inuktitut Language Month* was successful. An eNewsletter was developed, along with promotional materials. A theme resource unit was distributed to all schools, daycares and libraries throughout Nunavut.
- Evaluate the *Uqausittinnik Saqqitiriniq Award* and *Qilaut Song Writing Contest* programs on how successful they were in increasing literature and music in Inuktitut.
Status: Out of 23 submissions, 12 Inuktitut songs were selected and recorded into a CD, which was launch with a concert on March 8, 2018. The department also initiated an evaluation of its language promotion programs, which will be completed in 2018.
- Implement the active offer program to assist government offices and staff in welcoming and serving Nunavummiut in their Official Language of choice.
Status: A grant program has been established to support private sector organizations in meeting their language obligations, including a visual identity program to promote active offer services in Inuktitut. A similar visual identity program has also been developed for government services in the official languages.
- Continue to build support for the provisions of translation services in French and Inuktitut, through the development and establishment of standards and quality control process.
Status: The department invested in translation management systems and training, and collaborated with the Inuit *Uqausinginnik Taiguusiliuqtiit* on several terminology projects.

Priorities (2018-19)

- Coordinate the development and implementation of *Uqausivut Plan* through collaboration with departments to advance the language priorities of *Turaaqtavut* mandate, including

measures that support language learning, language of work, language services and language revitalization.

- Host the 2nd edition of the Inuugatta Language Conference to celebrate the 10th anniversary of the Nunavut *Official Languages Act* and the *Inuit Language Protection Act* and showcase Inuit language initiatives and cultural expressions, and review the vitality of Inuktut today.
- In collaboration with Statistics Canada, produce a detailed analytical report on the use of Inuktut and other official languages in Nunavut, including by region, community, identity, age groups, and other variables.
- Develop a framework for planning and program development among the three regional Inuit organizations and Nunavut Tunngavik Incorporated to ensure a collaborative, mutually supportive relationship on language issues.
- Revise existing contribution programs to enable multi-year funding that improve stability and continuity of language implementation initiatives for eligible organizations.
- Complete the review and evaluation of language promotion programs, and coordinate the planning of *Uqausirmut Quviasuutiqarniq*, Nunavut's celebration of Inuktut, around the theme of "*Inngiusiit/innginnguarusiit*" (Inuit songs/chants), as well as the *Uqausittinnik Saqqitiriniq* Award and *Qilaut* Song Writing Contest programs to promote literature and music in Inuktut.
- Develop a strategic plan with the goal of expanding the quantity and quality of translation services to meet the increased needs of departments and public agencies.
- In collaboration with the Inuit Uqausinginnik Taiguusiliuqtiit and departments, identify, prioritize and develop specialized terminology that is required for the daily operations, programs and services of departments and public agencies.

Priorities (2019-20)

- Coordinate the maintenance and implementation of Uqausivut Plan through collaboration with departments and public agencies to advance the language priorities of Turaaqtavut mandate, including measures that support language learning, language of work, language services and language revitalization.
- Host the Ministerial Conference on the Canadian *Francophonie* in Nunavut.
- During International Year of Indigenous Languages, undertake a communication campaign to promote public awareness and appreciation of the history, use, status, importance and diversity of Inuktut in Nunavut, and public access to language resources and tools.

Department of Culture and Heritage

- Support the development of regional language plans that align with GN language priorities, incorporating input from regional consultations to ensure grassroots participation and local/regional relevance.
- Coordinate the planning of *Uqausirmut Quviasuutiqarniq*, Nunavut’s celebration of Inuktitut, around the theme of “*Inuit Atingit*” (Inuit names), as well as the *Uqausittinnik Saqqitiriniq* Award and *Qilaut* Song Writing Contest programs to promote literature and music in Inuktitut.

Priorities (2020-21)

- Coordinate the maintenance and implementation of Uqausivut through collaboration with departments to advance the language priorities of Turaaqtavut mandate, including measures that support language learning, language of work, language services and language revitalization.
- Continue to support community language initiatives, increase the emphasis on building capacity at the community level to deliver language programming and initiatives.
- In collaboration with regional Inuit associations, Nunavut Tunngavik Incorporated and other partners, undertake a communication campaign to prevent language shaming.
- Coordinate the planning of *Uqausirmut Quviasuutiqarniq*, Nunavut’s celebration of Inuktitut, around the theme of “*Inuit pinnguarusiit*” (Inuit traditional games), and expand the *Uqausittinnik Saqqitiriniq* Award and *Qilaut* Song Writing Contest programs to engage more Nunavummiut in the promotion of literature and music in Inuktitut.

Heritage

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

Objectives

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

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2019-20
Heritage Administration		1,933	1,933	1,933	1,933

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

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

Culture and Heritage Initiatives 2,208 **2,208** 2,208 2,208

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

Archaeology Program 375 **375** 375 375

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

Archives Program 208 **208** 208 208

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

Toponymy Program 151 **151** 151 151

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

Nunavut Public Library Services Administration 1,133 **1,133** 1,133 1,133

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

Total, Heritage **6,008** **6,008** **6,008** **6,008**

Priorities (2017-18)

- Finalize the transfer of the Government of Nunavut’s heritage collection to their new home in the Canadian Museum of Nature’s research facility in Gatineau.
Status: The transfer of the heritage collections was completed.
- Plan traveling exhibit program involving selected Archives, Museum Objects and Inuit Art to selected locations in Nunavut.
Status: This exhibit has been planned. A preview of the exhibit was shown at the Northern Lights Tradeshow in Ottawa.

Priorities (2018-19)

- Complete Official Place names for Arctic Bay.
- Complete printmaking and embroidery workshop in the Kivalliq Region.
- Complete digitization of the GN’s Inuit Fine Art Collection.
- Continue working with partners on the Franklin Expedition Research Project.

Priorities (2019-20)

- Complete Official Place names for Iqaluit.
- Complete digitization of the GN’s Historic Archives Collection.
- Begin the repatriation process of archeological human remains to selected communities, in collaboration with Inuit Heritage Trust.
- Complete traveling exhibit program involving selected Archives, Museum Objects and Inuit Art from the Heritage Collection to selected locations in Nunavut.

Priorities (2020-21)

- Complete Official Place names for Baker Lake.
- Initiate the planning of new heritage legislation.
- Increase the access to technology and digital services in community libraries.

Elders and Youth

Elders and Youth Division is responsible for programs that support elders and youth throughout Nunavut. Program activities include the delivery of training workshops and the provision of grants and contributions that support community-based elder and youth programs and elder and

youth committees. In addition, this program provides direct support for the recording of Inuit oral history.

Objectives

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

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Elders and Youth Administration		605	605	605	605
Elders and Youth Administration provides overall direction and planning for the various Elders and youth programs and services that are delivered by the department.					
Elders Support Program		405	405	405	405
The Elders Support Program supports community-based Elder initiatives throughout Nunavut. These initiatives include support for the recording of Inuit oral history and traditional songs.					
Youth Support Program		398	398	398	398
The Youth Support Program supports community-based youth initiatives throughout Nunavut.					
Elders and Youth Initiatives		800	800	800	800
The Elders and Youth Initiatives program provides funding for community-based initiatives that support elders and youth across the territory, elders and youth committees, and minor renovations to elders and youth facilities.					
Total, Elders and Youth		2,208	2,208	2,208	2,208

Priorities (2017-18)

- Survival on-land skills workshops - traditional gender-specific roles and contemporary situations.
Status: A program was held in Cambridge Bay in January 2017.
- Seal and caribou skin preparation workshops.
Status: A program was held in Hall Beach in September 2017.
- Collect oral traditions and definitions on traditional clothing terms and the development of a booklet.
Status: Compiled information is now in the process of being categorized and will be published when completed.

Priorities (2018-19)

- Research genealogy and place names when holding workshops in the communities.
- Develop and deliver a program to preserve traditional and modern way of hunting foxes and publish a booklet combining these methods.
- Document and publish traditional knowledge, customs and terminology about dog teams.

Priorities (2019-20)

- Develop and deliver on-the-land survival skills workshops focusing on traditional gender-specific roles and contemporary situations.
- Collect oral traditions and definitions on women tool making program and the development of a booklet.
- Develop and deliver drum dancing, chanting and throat singing workshops for the Baffin Region.

Priorities (2020-21)

- Collect oral history on childrearing of children aged 0-5.
- Collect oral history on Inuit traditional game collections such as ajagaq and ajagaaq.

Inuit Qaujimajatuqangit

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

Objectives

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

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Inuit Qaujimajatuqangit		935	935	935	935

The Inuit Qaujimajatuqangit Division takes the lead on coordinating Inuit Qaujimajatuqangit and Inuit Societal Value approaches across the government. This division also provides administrative support to the Inuit Qaujimajatuqangit Katimajiit and chairs the interdepartmental Tuttarviit committee.

Inuit Societal Values Initiatives 400 **400** 400 400
 Under the Inuit Qaujimajatuqangit Branch, the department provides contributions that support Inuit Societal Values.

Total, Inuit Qaujimajatuqangit **1,335** **1,335** **1,335** **1,335**

Priorities (2017-18)

- Report on actions taken by departments to implement recommendations stemming from Inuit Qaujimajatuqangit Katimajit advice given to the Government of Nunavut to-date.
Status: The report was not completed; new IQK committee has only had the opportunity to meet once for an orientation session.
- Continue to assist departments and report on implementation activities identified in the Inuit Qaujimajatuqangit Framework.
Status: The Inuit Societal Values working group completed its work. Departments and public agencies provided input through Tuttarviit and Inuit Qaujimajatuqangit Katimajit. A draft framework has been completed.

Priorities (2018-19)

- Coordinate the development and begin the implementation of Iviqtippalliajut Framework.
- Support government departments and agencies to ensure programs and services are more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation and policy by collaborating with government departments and agencies.
- Provide support resources to departments in implementing Inuit Qaujimajatuqangit in their programs, services and daily workplace.
- Publish a book on Inuit Maligangit with information collected by the Inuit Qaujimajatuqangit Katimajit.
- Conduct a local pilot program where Inuit Qaujimajatuqangit Katimajit members can be available as a resource on Inuit Qaujimajatuqangit to government.

Priorities (2019-20)

- Host the Inuit Qaujimajatuqangit summit for the 20th anniversary of Nunavut.
- Deliver in-service sessions for government employees on Inuit Qaujimajatuqangit Customary Laws.
- Monitor the implementation of Iviqtippalliajut by departments and public agencies.
- Continue support departments and agencies to ensure that government programs and services are more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation and policy by collaborating with government departments and agencies.

Priorities (2020-21)

- Continue to monitor the implementation of Iviqtippalliajut by departments and public agencies.
- Continue to support department and agencies to ensure that government programs and services are more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation and policy by collaborating with government departments and agencies.

Financial Summary

Branch	2017 - 2018		2018 - 2019		2019 - 2020		2020-2021	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	2,554	27.0	2,554	28.0	2,554	28.0	2,554	28.0
Grants & Contributions	2,176		2,176		2,176		2,176	
Other O&M	545		545		545		545	
Subtotal	5,275		5,275		5,275		5,275	
Official Languages								
Compensation & Benefits	5,586	37.0	5,796	37.0	5,796	37.0	5,796	37.0
Grants & Contributions	1,593		1,613		1,613		1,613	
Other O&M	3,692		3,462		3,462		3,462	
Subtotal	10,871		10,871		10,871		10,871	
Heritage								
Compensation & Benefits	1,952	14.8	1,952	14.8	1,952	14.8	1,952	14.8
Grants & Contributions	2,208		2,208		2,208		2,208	
Other O&M	1,848		1,848		1,848		1,848	
Subtotal	6,008		6,008		6,008		6,008	
Elders and Youth								
Compensation & Benefits	1,079	8.0	1,079	8.0	1,079	8.0	1,079	8.0
Grants & Contributions	800		800		800		800	
Other O&M	329		329		329		329	
Subtotal	2,208		2,208		2,208		2,208	
Inuit Qaujimagatuqangit								
Compensation & Benefits	613	4.0	642	4.0	642	4.0	642	4.0
Grants & Contributions	400		400		400		400	
Other O&M	322		293		293		293	
Subtotal	1,335		1,335		1,335		1,335	
Total	25,697	90.8	25,697	91.8	25,697	91.8	25,697	91.8

Inuit Employment Plan

Departmental Inuit Employment Targets				
Culture and Heritage	As of Dec. 31, 2017		As of March 31, 2019	
	Capacity %		Capacity %	
Total Department Positions	90.8		91.8	
Total Filled Positions	66.8	74%	72.8	79%
Total Vacancies	24	26%	19	21%
Total Inuit	53	79%	58	80%
Total Executive Positions	2		2	
Total Filled Executive Positions	1	50%	2	100%
Total Vacant Executive Positions	1	50%	0	0%
Total Inuit in Executive Positions	1	100%	1	50%
Total Senior-Management Positions	7		7	
Total Filled Senior-Management Positions	7	100%	6	86%
Total Vacant Senior-Management Positions	0	0%	1	14%
Total Inuit in Senior-Management Positions	5	71%	4	67%
Total Middle-Management Positions	12		12	
Total Filled Middle-Management Positions	10	83%	11	92%
Total Vacant Middle-Management Positions	2	17%	1	8%
Total Inuit in Middle-Management Positions	7	70%	8	73%
Total Professional Positions	44		44	
Total Filled Professional Positions	33	75%	34	77%
Total Vacant Professional Positions	11	25%	10	23%
Total Inuit in Professional Positions	27	82%	29	85%
Total Paraprofessional Positions	8		8	
Total Filled Paraprofessional Positions	4	50%	5	63%
Total Vacant Paraprofessional Positions	4	50%	3	38%
Total Inuit in Paraprofessional Positions	2	50%	3	60%
Total Administrative Positions	17.8		18.8	
Total Filled Administrative Positions	11.8	66%	14.8	79%
Total Vacant Administrative Positions	6	34%	4	21%
Total Inuit in Administrative Positions	11	93%	13	88%

Capacity

As of December 31, 2017, the Department of Culture and Heritage was operating at 74% capacity with 24 vacancies. There was a 79% of filled positions held by Inuit employees. The department is actively seeking ways to fill positions and to achieve a representative level of Inuit employment as identified in the Nunavut Agreement.

In the 2018-2021 fiscal years, the Department of Culture and Heritage will be reaching out to the high school and post-secondary students to promote opportunities in the Interpreter/Translator, heritage, policy and program research professions, or language revitalization field. In addition, the department will reach out to the students in the Interpreter/Translator Program within the Nunavut Arctic College to obtain resumés and review for hire as relief workers.

The department will develop an internal mechanism and complete the review of job descriptions to remove over inflated requirements in order to increase Inuit employment. In addition, the department will identify and provide professional development opportunities for interpreter staff to learn more about translation terminology in different fields and learn how to use new computer software and translator tools to increase efficiencies.

Inuit Employment Plans

March 31, 2018 Inuit Employment Target Positions – 12

4 positions out of the 12 were filled by Inuit employees. The remaining 8 vacancies were not filled by Inuit employees. Out of these 8 vacancies:

- 3 positions are currently waiting to go out for job competition;
- 2 positions are currently waiting for their job descriptions to be reviewed within the department;
- 1 position resulted in an unsuccessful job competition; however, a non-Nunavut Inuk was offered a fixed job offer to fulfill operational requirements. An additional attempt to hire an Inuk employee will be pursued at the end of the non-Nunavut Inuk's fixed term;
- 1 position has been postponed in order to develop the work experience of an Inuk casual employee; and
- 1 position became vacant because the Inuk employee in that position has pursued a new career opportunity.

Priorities 2017-18

- Identify positions suitable for the Sivuliqtiksat internship program to continue increasing Inuit employment in Culture and Heritage in the medium term.
Status: Three positions have been identified pending suitability for the Sivuliqtiksat Internship program. The department has one intern in a Professional position and will be completing the internship in September 2018. In addition, the department recently hired another intern in a Middle Management position for a 2-year internship in the Program.
- Provide training and professional development to support Inuit interested in broadening their leadership skills.

***Status:** Three Nunavut Inuit are currently on Education Leave. One Nunavut Inuk has committed to completing a Bachelor of Arts in Public Administration and Governance. There are four (4) Nunavut Inuit enrolled in the Emerging Leaders Series from the Hivuliqtikhanut Leadership Development Programs, to be completed in June 2018.*

Priorities 2018-2019

- Develop an internal mechanism to increase Inuit employment by considering *Restricted to Nunavut Inuit* job competitions on vacancies and by offering fixed-term job offers to non-Inuit in every job action request to allow Inuit the opportunity to fill the positions subsequent to the fixed-term.
- Maximize the work experience for Inuit students in the Interpreter/Translator Program with the Nunavut Arctic College.

Priorities 2019-2020

- Complete job description reviews to ensure education, work experience and language requirements are assessed to ensure over inflated requirements are removed.
- Provide specialized training to current interpreter staff to develop their current skills and their use of new interpreter/translator technology.

Priorities 2020-2021

- Conduct outreach and promotion to high school and post-secondary students on the careers available within the Department.

Department of Education

Business Plan

2018-2021

This page is purposely blank.

TABLE OF CONTENTS

CORE BUSINESS

Directorate	95
Policy and Planning	99
Corporate Services.....	102
Early Learning and Child Care.....	105
Curriculum, Resources, and Éducation en français.....	108
Student Achievement.....	111
K-12 School Operations	114
Educator Development	118
Advanced Education.....	121
Financial Summary.....	125
Inuit Employment Plan	127

This page is purposely blank.

INTRODUCTION

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

A wide range of programs and services are provided to Nunavummiut that encourage and support self-reliance, leading individuals towards productive decisions for themselves and their communities. In order to successfully deliver these programs and meet the needs of Nunavummiut, the department has developed partnerships within Nunavut and throughout Canada. These partnerships involve Elders, schools, communities, Nunavut Arctic College, District Education Authorities 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)			
	2017-18	2018-19	2019-20	2020-21
Directorate	3,900	3,872	3,872	3,872
Policy and Planning	2,076	2,527	2,527	2,527
Corporate Services	4,941	4,973	4,973	4,973
Early Learning and Child Care	6,542	6,342	6,342	6,342
Curriculum, Resources and Éducation en français	7,238	7,487	7,487	7,487
Student Achievement	3,987	4,095	4,095	4,095
K-12 School Operations	163,210	169,004	171,570	175,458
Educator Development	10,767	10,616	10,636	10,726
Advanced Education	3,811	4,102	4,102	4,102
TOTAL	206,472	213,018	215,604	219,582

Directorate

Directorate includes Directorate, Communications and Partner Relations functions. The Deputy Minister and Assistant Deputy Minister 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)	2017-18	2018-19	2019-20	2020-21
----------	----------------	---------	---------	---------	---------

Directorate		1,154	1,026	1,026	1,026
--------------------	--	-------	--------------	-------	-------

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.

Communications		673	499	499	499
-----------------------	--	-----	------------	-----	-----

Communications is responsible for broad communications advice and support across the department and promotes an integrated corporate approach. Communications is responsible for all media relations for the department. It manages, develops and implements all internal and external communication plans and related activities, and is responsible for the Department of Education main website management and social media management.

Partner Relations		1,408	1,682	1,682	1,682
--------------------------	--	-------	--------------	-------	-------

Partner Relations is responsible for maintaining interdepartmental, intergovernmental (F/P/T), academic, Inuit organization, and business relationships; providing administrative support to the Elders Advisory Committee, the Coalition of Nunavut District Education Authorities and the CSFN; providing support for community engagement; developing and managing agreements that support formal relationships between partners; developing partner communications; and providing professional administrator development.

Coalition of Nunavut DEAs	665	665	665	665
Provides contribution funding to the Coalition of Nunavut District Education Authorities to work on behalf of District Education Authorities and to support District Education Authorities.				
Total, Directorate	3,900	3,872	3,872	3,872

Priorities (2017-18)

- Continue working with stakeholders and partners on the Family Engagement Initiative.
Status: It is anticipated that the Family Engagement website will be completed in all official languages by winter 2019. The department anticipates having a project focused on the Family Engagement Initiative campaign for 2018-2019.
- Promote the Elders Advisory Committee as a resource of expertise for department-wide operations.
Status: Two Elders Advisory Committee meetings took place in 2017-2018, focusing on traditional childrearing, and strategies to support and strengthen Inuit culture and language. This allows the department to draw from the expertise and guidance of Elders and incorporate this knowledge into the department’s projects, programs, and initiatives.
- Review and evaluate the online training modules for District Education Authority members and District Education Authority Office Managers.
Status: It is anticipated that the review and update of the Roles and Responsibilities e-module for District Education Authorities / Commission scolaire francophone du Nunavut will be delayed. As a result of District Education Authorities being added to the Access to Information and Protection of Privacy Act regulations, the department is incorporating additional information in the e-module to reflect their new responsibilities. This will be completed in 2018-2019. It is anticipated that the Financial Management e-module will be launched by March 31, 2018.
- Begin to implement a department-wide communications strategy.
Status: It is anticipated that the Communications division will develop a department-wide communications strategy by fall 2018. Upon completion, the department will begin implementation.

Priorities (2018-19)

- Provide leadership and support to divisions to ensure that Turaaqtavut priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Provide oversight on a strategy that will enable affordable and accessible daycare in all communities.
- Provide oversight in the development of the legislative proposal and support for the consultation on amendments to the *Education Act*.

Department of Education

- Provide support to the coming into force of any amendments in the current Education legislation
- Provide oversight on the development of a multi-year strategic plan to guide the efforts of the department to support the government mandate, follow its priorities, and meet its objectives.
- Plan and introduce a new Family Engagement Awareness campaign linked to a new policy on student attendance and engagement.
- Introduce a new communications campaign to promote teaching and other education occupations for Inuit and to support Inuktitut.
- Continue to promote the Elders Advisory Committee as a resource of expertise for department-wide operations, focusing on approaches that will allow department projects, programs and initiatives to draw from the expertise and guidance of the Elders.
- Based on review and evaluation and feedback revise where required online training modules for District Education Authority members and District Education Authority Office Managers.
- Continue to implement a department-wide communications strategy with a focus on informing and engaging with key education stakeholders.

Priorities (2019-20)

- Continue to provide oversight on the development of a multi-year strategic plan to guide the efforts of the department to support the government mandate, follow its priorities and meet its objectives.
- Continue to implement a Family Engagement campaign linked to a policy on student attendance and engagement.
- Continue new communications campaign to promote teaching and other education occupations for Inuit and to support Inuktitut.
- Continue to implement a communications strategy related to the *Education Act* and *Inuit Language Protection Act initiatives*.
- Begin a review and update to the District Education Authority / Commission scolaire francophone du Nunavut manual.
- Continue to implement a department-wide communications strategy with a focus on informing and engaging with key education stakeholders.

Priorities (2020-2021)

- Evaluate the Family Engagement public awareness campaign and consider ways to update its key messages.

- Develop and implement a communications plan to support consultation on the replacement of the *Child Day Care Act*.
- Review and evaluate the effectiveness of the communications campaign to promote teaching and other education occupations for Inuit and to support Inuktitut.

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* (ATIPP), 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.
- 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)	2017-18	2018-19	2019-20	2020-21
----------	----------------	---------	---------	---------	---------

Policy Development		794	872	872	872
---------------------------	--	-----	------------	-----	-----

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		339	362	362	362
--------------------	--	-----	------------	-----	-----

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 *Education Act*, *Child Day Care Act*, *Universities and Degree Granting Institutions Act*, and *Nunavut Arctic College Act*. This unit also leads effective research into legislation development, and reviews and updates legislation to meet the needs of Nunavummiut.

Planning, Reporting and Evaluation 943 **710** 710 710

This unit provides leadership related to the department’s strategic planning and reporting processes, including business planning, annual planning, etc. 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

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 period of time at a recognized university, college, vocational, professional or technical institute approved by the department.

IQ/Inuit Employment Coordinator - **163** 163 163

This position was designed to work with internal and external stakeholders to monitor and ensure that the department is meeting targets set out in the Inuit Employment Plan, and to assess the department’s efforts towards creating a culturally safe and representative environment in which Inuit will want to work.

Total, Policy and Planning **2,076** **2,527** **2,527** **2,527**

Priorities (2017-18)

- Continue work to develop regulations for the *Education Act*.
Status: Work to develop regulations under the 2008 Education Act was put on hold, due to the shifting of resources to the project of amending the legislation. A new regulation development and consultation schedule will be proposed based on the review of the Education Act.
- Begin work to develop a multi-year strategic plan to guide the future development of the department and implementation of the *Education Act*.
Status: The department held a strategic planning retreat in Baker Lake in June 2017 and identified four strategic goals which it is implementing.
- Continue to review and develop the new departmental standards of service and operating procedures.
Status: The department has put in place departmental standards of service and operating procedures in several areas. The department will continue implementing the standards and procedures.
- Complete the comprehensive review of the *Child Day Care Act* and consider proceeding with this legislative initiative in future years.

Status: While initial consultations were conducted with appropriate stakeholders throughout Nunavut in 2017, work to review the Child Day Care Act has been put on hold, due to the shifting of resources to the project of amending the Education Act.

- Begin the implementation of a renewed Inuit Employment Plan set to achieve the department's goals.

Status: The department has developed a draft Inuit Employment Plan in collaboration with stakeholders such as Nunavut Tunngavik Inc., and has hired an Inuit Employment Coordinator who will be responsible for supporting the monitoring and updating of the department's Inuit Employment Plan.

Priorities (2018-19)

- Continue work to develop regulations for the *Education Act*, specifically focusing on Education Staff Regulations and Student Record Regulations.
- Develop a legislative proposal to amend the *Education Act*, as well as collaborate with Culture and Heritage to amend those areas of the *Inuit Language Protection Act* that pertain to K-12 education.
- Support drafting of a multi-year strategic plan to guide the efforts of the department to support the government mandate, follow its priorities, and meet its objectives.
- Continue to review and develop the new departmental standards of service and standard operating procedures.
- Finalize and implement the development of a renewed departmental Inuit Employment Plan and the action items found within.
- Design and implement monitoring and evaluation frameworks for the education program planning and the school improvement planning processes.

Priorities (2019-20)

- Develop a legislative proposal to amend the *Education Act*, as well as collaborate with Culture and Heritage to amend those areas of the *Inuit Language Protection Act* that pertain to K-12 education.
- Continue work to develop regulations for the *Education Act*, specifically focusing on Home Schooling regulations.
- Begin to implement a multi-year strategic plan to guide the efforts of the department to support the government mandate, follow its priorities and meet its objectives.
- Monitor progress related to implementing Inuit Employment Plan and specifically the action items found within.

Department of Education

- Design and implement key performance indicators and reporting mechanisms for divisional programs and services.

Priorities (2020-2021)

- Develop a legislative proposal to amend the *Child Day Care Act*.
- Continue work to develop regulations for the *Education Act* specifically focusing on Planning and Reporting regulations.
- Monitor and report on progress of a multi-year strategic plan to guide the efforts of the department to support the government mandate, follow its priorities and meet its objectives.
- Continue the implementation of the Inuit Employment 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.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-2021
----------	----------------	---------	---------	---------	-----------

Director's Office		955	836	836	836
--------------------------	--	-----	------------	-----	-----

The budget provides for the infrastructure to oversee the Corporate Services division.

Financial Management	1,119	1,004	1,004	1,004
-----------------------------	-------	--------------	-------	-------

This unit is responsible for managing 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	360	352	352	352
----------------------------------	-----	------------	-----	-----

This unit provides expertise to the department’s senior management team with the respect to GN hiring practices, employee relations, casual and substitute staffing, and leave and attendance.

Information Systems	2,090	2,095	2,095	2,095
----------------------------	-------	--------------	-------	-------

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	254	430	430	430
--------------------------	-----	------------	-----	-----

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.

Capital Planning	163	256	256	256
-------------------------	-----	------------	-----	-----

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	4,941	4,973	4,973	4,973
----------------------------------	--------------	--------------	--------------	--------------

Priorities (2017-18)

- Begin promoting awareness of the department’s Occupational Health and Safety Policy and enforcement of new safety reporting requirements.
Status: The policy has been communicated to all departmental staff and training is ongoing.
- Review the student-educator ratio funding formula to ensure it is reflective of the needs of schools.
Status: Development of a proposed school staff funding formula is in progress. It is anticipated that consultation with stakeholders will be complete by April 2018.
- Review the funding formula for District Education Authorities.
Status: This review is on hold pending changes to the Education Act.
- Implement rollout of a human resource and teacher certification database to increase the accuracy and reporting capacity of the department.

***Status:** The department is continuing to work with the database developer to improve system performance prior to rolling out the database.*

- Continue efforts to purchase and install educational Soundfield systems to support students with hearing impairments.

***Status:** Soundfield systems are now part of the technology evergreening purchases for schools. The installation of Soundfield systems are occurring as the training for school staff is completed.*

Priorities (2018-19)

- Monitor the department's Occupational Health and Safety Policy and ensure enforcement of new safety reporting requirements.
- Complete the review of student-educator ratio funding formulas.
- Continue to provide the necessary hardware and administrative supports to allow more schools to develop capacity for video conferencing and distance learning.
- Continue to implement a Human Resource and Teacher Certification database to increase the accuracy and reporting capacity of the department.
- Begin the development of a long-term strategic plan for information technology in schools.
- Work with Government of Nunavut departments and agencies to determine options to invest in infrastructure to enhance accessibility and affordability to early child care facilities and resources.

Priorities (2019-20)

- Review and begin evaluation of the department's Occupational Health and Safety Policy and reporting requirements.
- Provide the necessary hardware and administrative supports to allow more schools to develop capacity for video conferencing and distance learning.
- Develop a long-term strategic plan for information technology in schools.
- In partnership with Community and Government Services, begin to review and develop new building standards for schools.
- Continue to work with GN departments and agencies to determine options to invest in infrastructure to enhance accessibility and affordability to early child care facilities and resources.

Priorities (2020-2021)

- Continue to provide the necessary hardware and administrative supports to allow schools to develop capacity for video conferencing and distance learning.
- Begin to implement a long-term strategic plan for information technology in schools.
- Continue to work with GN departments and agencies to determine options to invest in infrastructure to enhance accessibility and affordability to early child care facilities and resources.

Early Learning and Child Care

Early Learning and Child Care is responsible for promoting quality care and education for children by licensing, inspecting, and providing guidance and support to all licensed childcare facilities to ensure compliance with the *Child Day Care Act* and *Regulations*. The division is also responsible for promoting early childhood development by providing support for special needs children between 0-6 years of age 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, specifically special needs children.
- To promote quality care and education for children by licensing, inspecting, and providing guidance and support to all licensed child care facilities 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.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Director's Office		478	438	438	438
The budget provides for the staffing infrastructure to oversee the Early Learning and Child Care division.					
Early Childhood Resources		886	686	686	686

This unit is responsible to research, develop and recommend resources and assessments for use within an Inuit and northern context in early learning facilities. This is where funding is located

to support the research and development of those resources to be used to support high-quality learning within child care centres.

Early Childhood Development and Administration

950 **990** 990 990

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 and affordability to 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

The Healthy Children Initiative provides funding for communities to develop or enhance programs and services for prenatal children to age six, and their families. HCI 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

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

As a stay-in-school initiative, the Young Parents Stay Learning program provides funding to cover 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.

DEA Early Childhood Culture and Language

1,000 **1,000** 1,000 1,000

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

Total, Early Learning and Child Care **6,542** **6,342** **6,342** **6,342**

Priorities (2017-18)

- Continue with a comprehensive review of all early childhood programs in the territory to determine strength, weaknesses, and training gaps.
Status: Consultations were conducted with all appropriate stakeholders throughout the territory, which will also guide this program review. Work is expected to proceed when direction is given pertaining to the Child Day Care Act review, anticipated to be completed in 2018.

- Continue to support the department's comprehensive review of the *Child Day Care Act*.
Status: Consultations were conducted with all appropriate stakeholders throughout the territory in 2017, which will also initially guide this review.
- Continue development of an early childhood framework to guide delivery of programs and services.
Status: Initial research on a Nunavut-specific Early Learning and Child Care framework started in November 2017 and a draft for stakeholder review is expected to be completed in March 2018.

Priorities (2018-19)

- Support department efforts in creating a strategy that will enable affordable and accessible daycare in all communities.
- Develop an early childhood development strategy specifically aimed at families who are not accessing early childhood programs.
- Develop a Nunavut Early Learning and Child Care Framework and action plan to guide policy development as well as program and service design and delivery decisions.
- Continue the development of language and culturally based standardized program resources including: themed activity kits, books, training videos, music, play rugs, posters, vocabulary label stickers, puppets, dolls, and physical manipulatives.
- Plan and offer a territory-wide training workshop for child care facility staff to provide information on best practices, opportunities to collaborate, and financial literacy training.

Priorities (2019-20)

- Implement the Nunavut Early Learning and Child Care Framework and action plan to guide policy development as well as program and service design and delivery decisions.
- Continue the development of language and culturally based standardized program resources including: themed activity kits, books, training videos, music, play rugs, posters, vocabulary label stickers, puppets, dolls, and physical manipulatives.
- Implement an early childhood development strategy specifically aimed at families who are not accessing early childhood programs.
- Support child care societies, facilities and other stakeholders to participate in consultations related to the replacement of the *Child Day Care Act*.

Priorities (2020-21)

- Implement the Nunavut Early Learning and Child Care Framework and action plan to guide policy development as well as program and service design and delivery decisions.
- Continue the development of language and culturally based standardized program resources including: themed activity kits, books, training videos, music, play rugs, posters, vocabulary label stickers, puppets, dolls, and physical manipulatives.
- Monitor the early childhood development strategy specifically aimed at families who are not accessing early childhood programs.
- Develop a legislative proposal to replace the *Child Day Care Act*.

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 the appropriate curriculum, and provide teaching and learning resources that meet the linguistic cultural and learning needs of Nunavut students.
- 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 for Nunavut students.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Curriculum Development		2,752	3,023	3,023	3,023

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 Nunavut Education Program promotes Inuit culture and languages.

Resource Services	3,752	3,709	3,709	3,709
--------------------------	-------	--------------	-------	-------

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 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	734	755	755	755
------------------------------	-----	------------	-----	-----

Éducation en français is responsible for the provision of services to the francophone community as required under the *Canadian Charter of Rights and Freedoms*, which recognizes the status of the francophone minority. This division supports the French language curriculum, projects, and programs in French as a first language and as an additional language pursuant to the Department of Education’s obligations under the *Official Languages Act* of Nunavut and the *Official Languages Act of Canada*.

Total, Curriculum, Resources and Éducation en français	7,238	7,487	7,487	7,487
---	--------------	--------------	--------------	--------------

Priorities (2017-18)

- Develop additional resources required to support literacy, including classroom supports, phonics programs, alternative publication formats, and teacher resources, in Inuktitut and Inuinnaqtun.
Status: The Inuktitut Titiqiriniq comprehensive literacy program was rolled out in September 2017 at the Nunavut Principals’ Conference. New teaching resources to support literacy include over 450 books in Inuktitut and 150 in Inuinnaqtun.
- Continue to review and prepare to implement the new K-6 Inuktitut Language Arts curriculum.
Status: Curriculum outcomes and exemplars for Inuktitut First Language Arts has been written, reviewed and are in layout. Work has begun on the transitional curriculum guide which will assist students to achieve necessary language learning outcomes. The Inuktitut First Language Arts curriculum will be introduced at the Principals’ Conference in fall 2018. Work on the Transitional Inuktitut First Language Arts curriculum guide and scope and sequence are underway.
- Begin a review of Health curriculum to ensure it sufficiently addresses the social-emotional needs of children in support of the *Resiliency Within: An Action Plan for Suicide Prevention in Nunavut 2016-2017*.

Status: A gap analysis of the Nunavut Health curriculum for social emotional learning outcomes from Grades K-9 has been completed. Student books have been developed in cooperation with Health and Education that support the need for current information and resources in areas where gaps existed.

- Begin to develop a project plan for an Inuktitut guided writing program to support balanced literacy.

Status: This is part of a comprehensive balanced literacy resource for educators that will be completed in March 2018 and ready for distribution at the Nunavut Principals' Conference in September 2018.

- Adapt the inventory database to include electronic resources, as well as associated copyright information.

Status: It is expected that the database updates will be completed in March 2018.

- Identify and inventory departmental legacy materials on various media to be digitized and catalogued in the inventory database.

Status: The work to collate and digitize media from various offices and schools has begun, and is expected to continue into 2018-19.

Priorities (2018-19)

- Launch the curriculum and resource database on the department website to display approved curriculum for Nunavut schools and make associated teaching and learning resources available to support that curriculum.
- Continue development and implementation of Inuktitut and Inuinnaqtun resources for Nunavut's Literacy Framework K-12, including classroom supports, phonics programs, alternative publication formats, and teacher resources to strengthen the foundations for a fully functional bilingual society.
- Work with other divisions to ensure quality schooling and improve student outcomes, particularly as they pertain to Inuktitut instruction.
- Develop a recommendation in relation to Alberta's curriculum renewal in order to determine if any or all of their programs of study should be adopted for use in Nunavut.
- Begin implementation of an Uqausiliriniq language curriculum development plan to support Nunavut's language of instruction models.
- Update Health curriculum to ensure it sufficiently addresses the social-emotional needs of children.
- Digitize and catalogue legacy materials on various media.

Priorities (2019-20)

- Maintain the curriculum and resource database on the department website to display approved curriculum for Nunavut schools.
- Continue development of additional resources required to support Nunavut's Literacy Framework K-12 including classroom supports, phonics programs, alternative publication formats, and teacher resources in Inuktitut and Inuinnaqtun.
- Implement Health curriculum to ensure it sufficiently addresses the social-emotional needs of children.
- Develop a recommendation in relation to Alberta's curriculum renewal in order to determine if any or all of their programs of study should be adopted for use in Nunavut.
- Continue to implement an Uqausiliriniq language curriculum development plan to fully support Nunavut's language of instruction models.

Priorities (2020-2021)

- Continue development of additional resources required to support literacy, including classroom supports, phonics programs, alternative publication formats, and teacher resources in Inuktitut and Inuinnaqtun.
- Explore graduation pathway options and graduation requirements to expand the choices available for students to exit secondary school and enter the work force or post-secondary institutions.
- Continue to implement an Uqausiliriniq language curriculum development plan to fully support Nunavut's language of instruction models.

Student Achievement

Student Achievement is responsible for overall student assessment and supports. The Student Assessment unit is responsible for overseeing the development of student assessment and reporting policies, procedures and standards, and designing, developing, implementing and evaluating assessment tools. The Student Support unit 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 assistive 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.

Objectives

- To ensure the development of assessment and reporting policies, procedures and standards, and designing, developing, implementing and evaluating assessment tools for students.

Department of Education

- To support inclusive schooling in Nunavut through the development of policies, procedures and standards to enhance staff skills and knowledge.
- To oversee home schooling and provide health and wellness supports to ensure schools are safe and welcoming environments.
- To collect and analyze information that drives the decision making of the department in relation to student learning outcomes.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Director's Office		237	191	191	191
The budget provides for the staffing infrastructure to oversee the Student Achievement division.					
Student Assessment		1,065	1,272	1,272	1,272
The Student Assessment unit 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		1,282	1,249	1,249	1,249
The Student Support unit 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 assistive services. The unit is also responsible for overseeing home schooling and for the provision of health and wellness supports to ensure schools are safe and welcoming environments.					
Inclusive Education		1,403	1,383	1,383	1,383
This program provides funding to assist with the provision of services and supports 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		3,987	4,095	4,095	4,095

Priorities (2017-18)

- Begin to implement the Nunavut assessment policy and framework including communications and training of school staff.
Status: The draft of the Assessment Framework was presented at the Principals' Conference in September 2017. It is anticipated that the final version will be available for distribution in September 2018. The Assessment, Evaluation and Reporting Policy is in draft form and anticipated to be finalized by May 2018.
- Continue to implement the external review recommendations on Inclusive Education.
Status: It is anticipated that the Inclusive Education policy and the revised Assistive Technology for Learning Directive will be finalized for circulation to stakeholders in March

2018. The Education Support Services Directive will be finalized for distribution in March 2018.

- Continue to support the development of safe schools and communities.
Status: Youth in 18 communities were trained on bullying prevention. Youth Leadership training is scheduled for March 2018. All schools received Be Safe training kits. Through a contribution agreement, Canadian Red Cross represented the department in the delivery of psycho-social support to communities.
- Support student social-emotional learning and development.
Status: It is anticipated that Mind Masters, a program on mindfulness, will be available to Illinniarvimmi Inuusilirijiit in October 2018. The draft was presented to an advisory group of Illinniarvimmi Inuusilirijiit in January 2018.

Priorities (2018-19)

- Begin to implement the Nunavut Assessment, Evaluation and Reporting Policy, Assessment Framework K-12, and associated action plan to enhance teaching, learning, and communication about student achievement in all schools.
- Develop a student attendance and engagement policy.
- Develop a draft Inclusive Education Framework and action plan to coordinate the work associated with responding to the external Inclusive Education review recommendations.
- Ensure traditional knowledge is reflected in the development of safe schools and communities and begin to research models for whole-school health and wellness for the enhanced social wellbeing of students.
- Support student social-emotional learning and development.

Priorities (2019-20)

- Continue to implement the Nunavut Assessment, Evaluation and Reporting Policy, Assessment Framework K-12, and action plan.
- Implement an Inclusive Education Framework and action plan that will respond to the external Inclusive Education review recommendations.
- Recommend a model or models for use in Nunavut schools for whole-school health and wellness reflecting traditional knowledge for the enhanced social wellbeing of students.
- Begin to explore options for an early years assessment for Inuktitut Language Arts in relation to the new Inuktitut Language Arts K-6 (first language) curriculum.

Priorities (2020-21)

- Continue to implement the Nunavut Assessment, Evaluation and Reporting Policy and Assessment Framework K-12, and action plan.
- Field-test an early years assessment for Inuktitut Language Arts in relation to the Inuktitut Language Arts K-6 (first language) curriculum.
- Continue to implement an Inclusive Education Framework and action plan that will respond to the external Inclusive Education review recommendations.
- Begin to develop a Healthy Schools Framework and action plan using a model or models that have been recommended for use in Nunavut schools for whole-school health and wellness the enhanced social wellbeing of students.

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 K-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 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 strong relationships between schools and communities and to support District Education Authorities in implementing the Education Program for K-12 as directed by the Minister.
- To support schools in hiring, relocation and other human resource supports.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Kindergarten-Grade 12 Instruction		140,050	144,150	146,573	150,317
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 K-12 program.					
Support to District Education Authorities		11,940	12,364	12,507	12,651
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		10,942	12,229	12,229	12,229
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		278	261	261	261
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		163,210	169,004	171,570	175,458

Priorities (2017-18)

- Continue to support the development of safe schools and communities.
Status: Regional School Operations, in partnership with stakeholders (Red Cross, Embrace Life Council, Workers’ Safety and Compensation Commission, interdivisional liaisons, and others), have worked to ensure that supports are in place over the various needs of Nunavut schools on both a proactive and immediate need basis. The department receives regular updates documenting the support of safe school practices and policies. The development of safe schools and communities is a theme in an upcoming Regional School Operations workshop with outcomes to be shared within the department.
- Support, monitor, and advise on effective instructional practices, assessment practices, and student support practices within Nunavut schools.
Status: The Regional School Operations are working with department partners and contractors and identified key educators to contribute to the Assessment Framework and literacy practices. Regional School Operations staff are supporting principals with implementation of Professional Development Frameworks to ensure that staff are engaged in reflective practice. In addition, Regional School Operations have led professional development and in-servicing.

Department of Education

- Continue to support attendance and engagement programs, working closely with District Education Authorities.
Status: Regional School Operations continue to work closely with District Education Authorities and Partner Relations to ensure policy development leads to community engagement and improved school attendance. The department continues to monitor attendance and enrolment statistics for Nunavut schools.
- Monitor the implementation, progress, and success of the Nunavut literacy initiative.
Status: It is anticipated that a superintendent literacy instructional practice checklist will be complete in draft by March 31, 2018. This will form the basis for a walkthrough protocol for the purposes of monitoring and supporting effective literacy practices.
- Ensure consistency and quality of curriculum delivery across Nunavut to enable student success, not only in Nunavut, but in any Canadian jurisdiction.
Status: The review of school Education Program Plans and amendments or adjustments required was completed.
- Continue efforts to staff schools with qualified educators and support staff.
Status: Staffing across the territory was a challenge in 2017-2018 and every effort has been made to ensure that schools are sufficiently staffed.
- Support the department's Inuit employment efforts, particularly relating to bilingual education.
Status: The Regional School Operations continue to support the Inuit Employment Plan.

Priorities (2018-19)

- Continue to support the development of safe schools and communities.
- Continue to support, monitor, and advise on effective instructional practices, assessment practices, and student support practices within Nunavut schools.
- Continue to support attendance and engagement programs, working closely with District Education Authorities.
- Continue to monitor the implementation progress and success of the Nunavut Literacy Framework K-12 and action plan.
- Ensure consistency and quality in curriculum delivery across Nunavut to enable student success, not only in Nunavut, but in any Canadian jurisdiction.
- Continue efforts to staff schools with qualified educators and support staff.
- Support the department's Inuit employment efforts, particularly relating to bilingual education.

Priorities (2019-20)

- Continue to support the development of safe schools and communities.
- Continue to support, monitor, and advise on effective instructional practices, assessment practices, and student support practices within Nunavut schools.
- Continue to support attendance and engagement programs, working closely with District Education Authorities.
- Continue to monitor the implementation progress and success of the Nunavut Literacy Framework K-12 and action plan.
- Ensure consistency and quality in curriculum delivery across Nunavut to enable student success, not only in Nunavut, but in any Canadian jurisdiction.
- Continue efforts to staff schools with qualified educators and support staff.
- Support the department's Inuit employment efforts, particularly relating to bilingual education.

Priorities (2020-21)

- Continue to support the development of safe schools and communities.
- Continue to support, monitor, and advise on effective instructional practices, assessment practices, and student support practices within Nunavut schools.
- Continue to support attendance and engagement programs, working closely with District Education Authorities.
- Continue to monitor the implementation progress and success of the Nunavut Literacy Framework K-12 and action plan.
- Ensure consistency and quality in curriculum delivery across Nunavut to enable student success, not only in Nunavut, but in any Canadian jurisdiction.
- Continue efforts to staff schools with qualified educators and support staff.
- Support the department's Inuit employment efforts, particularly relating to bilingual education.

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 educators.

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 Regional School Operations and District Education Authorities to respond to the needs of Nunavut's school-based employees by providing training and professional development opportunities that will support high-quality 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 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)	2017-18	2018-19	2019-20	2020-21
----------	----------------	---------	---------	---------	---------

Program Implementation and Training

	7,291	6,770	6,770	6,770
--	-------	--------------	-------	-------

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: 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	226	321	321	321
------------------------------	-----	------------	-----	-----

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	3,250	3,525	3,545	3,635
---	-------	--------------	-------	-------

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	10,767	10,616	10,636	10,726
------------------------------------	---------------	---------------	---------------	---------------

Priorities (2017-18)

- Provide training to school community counselors to ensure they are equipped to support schools.
Status: Educator Development funding was provided to Student Achievement for 2017-18 priorities. The main initiative was the training provided at the Illinniarvimmi Inuusilirijit (school community counsellors) Conference in December 2017 in Iqaluit.
- Continue to provide training for student support assistants to meet the needs of students.
Status: Educator Development funding was provided to Student Achievement for 2017-18 priorities. The main initiative was the training provided at the Student Support Assistant regional conferences in February 2018.
- Begin to implement a revised Professional Development Framework for Teachers and Language Specialists, which includes professional standards, assessment instruments, and professional development plans.
Status: Educator Development launched the Professional Development Framework for Teachers and Language Specialists. The main initiative was the training provided to Principals at their September 2017 conference and the school-based training of staff supported by in-service packages and the commitment of training days in schools in February 2018.
- Continue to develop a Professional Development Framework for Teachers and Language Specialists.
Status: The professional development frameworks for student support teachers, learning coaches and school leaders have now been completed and are being prepared for introduction during the 2018-2019 school year.
- Continue to develop standardized orientation materials for new educators in their communities, which include residential school awareness training.
Status: To support the department’s Inuit Employment objectives, new materials for orientation and cultural competency have begun to be developed and will be made available through the launch of the Educator Development Training Calendar and Nunavut Teacher Induction Program online resources and training including updated orientation materials.
- Provide targeted in-service training to schools focused on supporting the Literacy Framework, and safe and resilient schools.
Status: In-service days were set aside for school staff to support the introduction of the Literacy Framework K-12 and the Professional Development Framework for Classroom Teachers.

- Continue to offer and modify the Certificate of Educational Leadership in Nunavut program to meet the needs of principals and aspiring principals.
Status: Educator Development funding was provided to the University of Prince Edward Island for 2017-18 priorities. It is anticipated that the department will continue to offer and modify these courses for principal certification, focused on Nunavut priorities, and create a path for certification in English and Inuktitut.
- Continue to offer learning coach training modules and begin the work to develop a certificate program for learning coaches modelled on the Certificate of Educational Leadership in Nunavut format.
Status: It is anticipated that the department will offer and modify training modules and begin the work to develop a certificate program for learning coaches. These courses, focused on Nunavut priorities, will create a path for certification in English and Inuktitut.
- Continue to develop e-learning modules to support the needs of school-based employees and partners.
Status: The department has created a series of videos to support the Inuktitut Titiqqiriniq program, as well as formative classroom assessment. The department is currently developing an online professional learning community platform for educators to collaborate and share information such as lesson plans.

Priorities (2018-19)

- Begin to develop and implement a new educator recruitment strategy to address teacher shortages and to support Inuit employment targets.
- Continue to implement the Professional Development Framework for Teachers and Language Specialists including professional standards, self-reflection, and professional development plan tools.
- Begin to implement the Professional Development Frameworks for School Leaders, Learning Coaches, and Student Support Teachers.
- Launch a comprehensive department training plan and calendar to ensure all employees and stakeholders are aware of training opportunities and the dates they will occur.
- Continue to develop standardized orientation materials for new educators in their communities, as well as residential school awareness training.
- Provide targeted in-service training to schools focusing on supporting the introduction of the department's various new frameworks and action plans.
- Continue to offer and modify the Certificate of Educational Leadership in Nunavut program to meet the needs of principals and aspiring principals.

Priorities (2019-20)

- Continue to deliver the educator recruitment strategy to address teacher shortages and to support Inuit employment targets.
- Continue to implement the Professional Development Frameworks for the Nunavut educator community.
- Use the department training plan and calendar to ensure all employees and stakeholders are provided with training opportunities on an annual basis and are aware of those training opportunities and the dates they will occur.
- Continue to provide targeted in-service training to schools focusing on supporting the introduction of the department's various new frameworks and action plans.
- Continue to offer and modify the Certificate of Educational Leadership in Nunavut program to meet the needs of principals and aspiring principals.

Priorities (2020-2021)

- Monitor and evaluate the educator recruitment strategy to ensure it is effectively addressing teacher shortages and to support Inuit employment targets.
- Continue to provide targeted in-service training to schools focusing on supporting the introduction of the department's various new frameworks and action plans.
- Ensure that employees are provided with opportunities to collaborate online using a professional learning community platform.

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.

Objectives

- To guide the development of governance, policy and strategic planning for adult learning.
- To work to increase the availability and quality of education opportunities for adult learners.

Department of Education

- 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.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Director's Office		419	500	500	500
The budget provides for the staffing infrastructure to oversee the Advanced Education division.					
Adult Program Monitoring and Evaluation		295	303	303	303
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		426	390	390	390
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		29	4	4	4
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)		380	393	393	393
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 matriculation. Tailored to individual adult learner needs and incorporating recognition for prior learning, this program allows adults to receive the Nunavut High School Diploma, which is accepted across Canada.					
Pre-Employment Training		2,262	2,512	2,512	2,512
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 <i>Nunavut Agreement</i> , 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.					
Total, Advanced Education		3,811	4,102	4,102	4,102

Priorities (2017-18)

- In association with Nunavut Arctic College, begin to conduct a formal review of the Nunavut Teacher Education Program to ensure program offerings meet the needs of the Department of Education and to ensure alignment between course content and departmental priorities.
Status: The review is in progress. Interviews were conducted with key stakeholder organizations and the preliminary report is currently being finalized for submission to the department. It is anticipated that this report will be finalized by March 2018 and the next phase of the review will be for the consultants to facilitate a joint planning workshop with key stakeholders to develop a plan for the revision of the program in accordance with the report and recommendations.
- In collaboration with the Department of Family Services, determine the types of adult education and training that should be prioritized in accordance with the Nunavut Adult Learning Strategy.
Status: The department has completed initial work on a review of the Nunavut Adult Learning Strategy and a consulting firm was hired to assist with this review. It is expected that this report and coinciding recommendations will be complete in summer 2018. This report will guide the division's work with Family Services.
- In collaboration with Nunavut Arctic College, continue to pursue the Joint Venture/Partnership option to ensure more Nunavummiut have access to post-secondary school options in the territory.
Status: A partnership team from the Department of Education, Nunavut Arctic College, and Nunavut Tunngavik Inc. worked together to lay the groundwork for a Joint Venture/Partnership option which would allow for more university program options in the territory. A Selection Committee, comprised of representatives from the Department of Education, Nunavut Arctic College, and Nunavut Tunngavik Inc., conducted interviews with the short-listed universities in Iqaluit in January 2018.
- In collaboration with Nunavut Arctic College, continue to develop a Student Support Assistant Certificate Program to certify existing and future Student Support Assistants.
Status: Advanced Education worked with Nunavut Arctic College to develop options for funding to develop the Student Support Assistant Certificate Program. It is anticipated options will be finalized in March 2018.
- Review and research options for a strategy to engage Inuit men who may benefit from the Pathway to Adult Secondary School program.
Status: Work on this initiative has been delayed due to staff capacity. It is expected that initial research will be conducted when positions are staffed.
- Conduct a review of the Nunavut Adult Learning Strategy to determine areas for improvement.
Status: Initial work on a review of the Nunavut Adult Learning Strategy has begun and a consulting firm has been hired to assist with this review. It is expected that this report and coinciding recommendations will be complete in summer 2018.

Priorities (2018-19)

- Develop a strategy to engage Inuit men who may benefit from the Pathway to Adult Secondary School program.
- In collaboration with the Department of Family Services, determine the types of adult education and training that should be prioritized in accordance with the Nunavut Adult Learning Strategy.
- In collaboration with Nunavut Arctic College, offer the Student Support Assistant Certificate Program to existing student support assistants employed by the department.
- In collaboration with Nunavut Arctic College, continue to pursue the Joint Venture/Partnership option to ensure more Nunavummiut have access to post-secondary school options in the territory.

Priorities (2019-20)

- Conduct a program review of the Pathway to Adult Secondary School program to identify areas of success and areas requiring improvement.
- Implement the established strategy to engage Inuit men who may benefit from the Pathway to Adult Secondary School program and track progress.
- In collaboration with Nunavut Arctic College, review the Student Support Assistant Certificate Program to ensure that it is optimized for department employees, and expand the program to the public.
- Consider other training programs targeted at increasing Inuit representation in schools across all school based occupations such as an Inuktitut language teaching diploma.
- In collaboration with Nunavut Arctic College, continue to pursue the Joint Venture/Partnership option to ensure more Nunavummiut have access to post-secondary school options in the territory.

Priorities (2020-2021)

- In collaboration with Nunavut Arctic College, explore the possibility of partnering with an institution to offer a Master of Education in Administration in order to support Inuit employees to become principals.
- In collaboration with Nunavut Arctic College, continue to pursue the Joint Venture/Partnership option to ensure more Nunavummiut have access to post-secondary school options in the territory.
- In collaboration with Nunavut Arctic College, work to offer an Inuktitut language teaching diploma in order to support the department's Inuit employment goals.

Financial Summary

Branch	2017 - 2018		2018 - 2019		2019 - 2020		2020 - 2021	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	1,912	15.0	1,768	14.0	1,768	14.0	1,768	14.0
Grants & Contributions	665		665		665		665	
Other O&M	1,323		1,439		1,439		1,439	
Subtotal	3,900		3,872		3,872		3,872	
Policy and Planning								
Compensation & Benefits	1,499	14.0	1,534	14.0	1,534	14.0	1,534	14.0
Grants & Contributions	-		-		-		-	
Other O&M	577		993		993		993	
Subtotal	2,076		2,527		2,527		2,527	
Corporate Services								
Compensation & Benefits	3,215	29.0	3,231	29.0	3,231	29.0	3,231	29.0
Grants & Contributions	85		85		85		85	
Other O&M	1,641		1,657		1,657		1,657	
Subtotal	4,941		4,973		4,973		4,973	
Early Learning and Child Care								
Compensation & Benefits	1,144	10.0	1,154	10.0	1,154	10.0	1,154	10.0
Grants & Contributions	4,228		4,278		4,278		4,278	
Other O&M	1,170		910		910		910	
Subtotal	6,542		6,342		6,342		6,342	
Curriculum, Resources, and Éducation en français								
Compensation & Benefits	3,686	32.0	3,731	33.0	3,731	33.0	3,731	33.0
Grants & Contributions	-		-		-		-	
Other O&M	3,552		3,756		3,756		3,756	
Subtotal	7,238		7,487		7,487		7,487	
Student Achievement								
Compensation & Benefits	1,625	15.0	1,753	15.0	1,753	15.0	1,753	15.0
Grants & Contributions	-		-		-		-	
Other O&M	2,362		2,342		2,342		2,342	
Subtotal	3,987		4,095		4,095		4,095	
K-12 School Operations								
Compensation & Benefits	144,727	1,146.8	148,981	1,180.3	151,404	1,180.3	155,148	1,180.3
Grants & Contributions	12,559		12,966		13,109		13,253	
Other O&M	5,924		7,057		7,057		7,057	
Subtotal	163,210		169,004		171,570		175,458	

Department of Education

Educator Development								
Compensation & Benefits	2,582	24.0	2,533	22.0	2,533	22.0	2,533	22.0
Grants & Contributions	3,941		4,342		4,362		4,452	
Other O&M	4,244		3,741		3,741		3,741	
Subtotal	10,767		10,616		10,636		10,726	
Advanced Educaiton								
Compensation & Benefits	819	7.0	826	7.0	826	7.0	826	7.0
Grants & Contributions	2,437		2,687		2,687		2,687	
Other O&M	555		589		589		589	
Subtotal	3,811		4,102		4,102		4,102	
Total	206,472	1,292.8	213,018	1,324.3	215,604	1,324.3	219,582	1,324.3

Inuit Employment Plan

Departmental Inuit Employment Targets				
Department of Education	As of Dec. 31, 2017		As of March 31, 2019	
	Capacity %		Capacity %	
Total Department Positions	1316.21		1324.26	
Total Filled Positions	1142.96	87%	1252.01	95%
Total Vacancies	173.25	13%	72.25	5%
Total Inuit	573.71	50%	627.26	50%
Total Executive Positions	2		2	
Total Filled Executive Positions	1	50%	2	100%
Total Vacant Executive Positions	1	50%	0	0%
Total Inuit in Executive Positions	1	50%	1	50%
Total Senior-Management Positions	20		20	
Total Filled Senior-Management Positions	17	85%	19	95%
Total Vacant Senior-Management Positions	3	15%	1	5%
Total Inuit in Senior-Management Positions	1	6%	2	11%
Total Middle-Management Positions	69		71	
Total Filled Middle-Management Positions	56	81%	66	93%
Total Vacant Middle-Management Positions	13	19%	5	7%
Total Inuit in Middle-Management Positions	9	16%	13	20%
Total Professional Positions	744		744	
Total Filled Professional Positions	654.5	88%	717.5	96%
Total Vacant Professional Positions	89.5	12%	26.5	4%
Total Inuit in Professional Positions	181	28%	199.5	28%
Total Paraprofessional Positions	170.8		180.28	
Total Filled Paraprofessional Positions	147.3	86%	158.78	88%
Total Vacant Paraprofessional Positions	23.5	14%	21.5	12%
Total Inuit in Paraprofessional Positions	134.8	92%	145.28	91%
Total Administrative Positions	310.41		306.98	
Total Filled Administrative Positions	267.16	86%	288.73	94%
Total Vacant Administrative Positions	43.25	14%	18.25	6%
Total Inuit in Administrative Positions	246.91	92%	266.48	92%

Capacity

The department is in the final stages of restructuring, which has meant that a number of its non-school based positions remained vacant throughout the 2016-17 and 2017-18 fiscal years until the re-alignment of these positions could take effect. This re-alignment is to be completed in the 2018-2019 fiscal year and it is expected that many of the vacancies caused by this organizational shift will be filled.

One of the core goals of the re-alignment, along with being better equipped to support learners, has been to ensure that wherever possible, the organization is designed in such a way as to create incremental opportunities or ‘steps’ for Inuit employees to progress to increasingly responsible or technical positions, and to ensure that the movement from one position or step to another is minimal. This structural change, coupled with ongoing efforts to encourage and support employees to participate in various development and leadership programs, should provide employees with the skills, knowledge and abilities to succeed. It will also provide new realistic and achievable advancement opportunities. To this end, we have created new entry-level positions, as well as middle management positions, that will create new ‘steps’ within many of our divisions.

The Policy and Planning division has been expanded with the creation of a new unit known as Planning, Reporting, and Evaluation. One of the functions of this new unit is to focus strategically on the department’s Inuit employment efforts and to support it in meeting set targets. As part of this expansion, the newly created Inuit Qaujimajatuqangit / Inuit Employment Coordinator position will assist divisions and individual employees so that they may take advantage of programs available to our employees and to help facilitate their enrolment and completion of these opportunities. This position, along with the Planning, Reporting, and Evaluation unit, will also be responsible for continually monitoring department progress in the area of Inuit employment and ensuring that this important consideration is given attention at all times.

The recently formed Educator Development division is largely a decentralized and regional division. It is focused on supporting employees who are hired by the department to work in schools. This involves developing a strategic recruitment capacity, orientating and mentoring new employees, as well as supporting them with in-services, training programs and distance learning opportunities. This work supports the need for high-quality instruction, assessment and inclusion practices. This division has a central role in supporting school-based Inuit employees and ensuring that they remain long-term and valued members of the department.

As the department transitions from its old structure to its new structure, efforts are continually made to ensure that qualified Inuit are encouraged to apply on all positions, particularly in those occupations and categories for which representation is currently low. The Department of Education continues to work with a sense of urgency and agreement on the need to aggressively work to increase the number of qualified bilingual educators working within Nunavut’s school system and the department as a whole.

Inuit Employment Plan

Priorities (2017-18)

- Establish a dedicated budget and potentially a new program profile within the department to ensure that the ongoing and focused promotion and recruitment for education occupations as a career of choice and of importance for the protection and preservation of Inuit culture and language.

Status: A budget has been allocated specifically to support new programs that focus on the promotion and recruitment in education as a career choice targeting potential Inuit educators, such as the newly approved Sivummuakpaallirutiksat, the Inuit Employment Education Program for school based employees. The goal of Sivummuakpaallirutiksat is to support Inuit employees to fill more senior or professional roles by providing educational development funding.

- Continue to adapt and modify the Certificate of Educational Leadership in Nunavut program to ensure that it prioritizes Inuit educators and meets their specific needs.
Status: Graduate level courses for the Certificate of Education Leadership in Nunavut program were offered in Inuktitut during the summer of 2017, and during the Professional Development week for educators in February 2018. The goal is to offer the entirety of the Certificate of Education Leadership in Nunavut program in Inuktitut.
- Continue to partner with Nunavut Arctic College to design a Student Support Assistant certificate program that can be both delivered to meet the professional development needs of existing Student Support Assistants but also delivered to create new Student Support Assistants who can be hired by the department.
Status: Advanced Education is in the program planning stage with Nunavut Arctic College.
- 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 literacy initiative.
Status: Curriculum is currently in the early hiring phase (post realignment) to increase their capacity, but it is a priority for this division to ensure new and updated Inuktitut curriculum are available to educators. Training on the Inuktitut Titiqqiriniq comprehensive literacy program was provided to learning coaches during the September 2017 Nunavut Principals' Conference. More training on this Inuktitut resource is being planned for Inuit educators.
- Continue to provide funding to Nunavut Arctic College to deliver Community Teacher Education programs and work to improve the reporting on those programs.
Status: Advanced Education has been working with Nunavut Arctic College, and the contribution agreement ensures that Nunavut Arctic College provides program updates and reports to the department.
- Establish better ongoing communications between the department and Nunavut Arctic College by shifting responsibility to the Advanced Education division of the department to manage the Teacher Education Program contract and to facilitate transfer of information and the sharing of resources developed by the department to the College for instructional purposes.
Status: The responsibility has been shifted to Advanced Education to work directly with Nunavut Arctic College. The sharing of resources, improving communication and contracts is an on-going process.
- Continue to develop, deliver and hone orientation materials and training to ensure all new employees are familiar with the history and impacts of residential schooling.

***Status:** The Indigenous Cultural Competency course has been identified as an essential component to the orientation of new principals and teachers. Plans are currently being made by Educator Development, examining opportunities to implement this course Nunavut-wide. Indigenous Cultural Competency covers the history of colonization such as residential schools, the impact of intergenerational trauma, cultural competency, and the role of allies to challenge systemic racism.*

- Complete an analysis on all department job descriptions to ensure knowledge, skills and abilities are not barriers to Inuit employment, yet maintain quality educational standards.

***Status:** This will be completed by March 31, 2018 by Corporate Services.*

- Ensure that the Professional Development Framework project takes into account Inuit Qaujimagatuqangit, as well as the needs of Nunavut communities, for each occupation group targeted.

***Status:** The Professional Development Framework has been completed for the identified occupation groups with the Inuit Qaujimagatuqangit principles as the foundation.*

- Monitor and report on whether the newly-established positions created to support Inuit employment as part of the department's re-alignment are being filled by Inuit.

***Status:** The Inuit Employment Coordinator position has been created and is staffed, however other positions are still in the staffing process. Steps are being taken to monitor and report on these positions once they are all filled.*

- Establish Inuit Employment as a standing item on the department's Senior Management Team agenda and actively promote *Sivumuaqatigiit* and other learning opportunities to managers and employees.

***Status:** The Inuit Employment Plan is a focus of the department and the promotion of *Sivumuaqatigiit* and other learning opportunities is an on-going process.*

- Complete a revised department Inuit Employment Plan with short, medium and long term targets and supporting actions.

***Status:** The department is working with Executive and Intergovernmental Affairs to finalize the Inuit Employment Plan with these targeted categories and actions in mind.*

March 31, 2018 Inuit Employment Target Positions – 44

- The Department of Education has filled 16% of the target positions (7 out of 44) with Inuit.

Priorities (2018-19)

- Continue to adapt and modify the Certificate of Educational Leadership in Nunavut program to ensure that it prioritizes Inuit educators and meets their specific needs, such as offering the Certificate of Educational Leadership in Nunavut program in Inuktitut.
- Continue to partner with Nunavut Arctic College to design a Student Support Assistant certificate program that can be delivered to meet the professional development needs of existing Student Support Assistants.

- 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 literacy initiative.
- Continue to provide funding to Nunavut Arctic College to deliver Community Teacher Education programs and work to improve the reporting on those programs.
- Continue to develop, deliver, and hone orientation materials and cross-cultural competencies training to ensure all new employees are familiar with the history and impacts of residential schooling.
- Monitor the progress of the Professional Development Framework project to ensure it takes into account Inuit Qaujimajatuqangit, as well as the needs of Nunavut communities for each occupation group targeted.
- Monitor and report on whether the newly-established positions created to support Inuit employment as part of the department's re-alignment are being filled by Inuit.
- Approve the revised department Inuit Employment Plan with short, medium and long term targets and supporting actions.
- Utilize staffing mechanisms such as restricted competitions.
- Target Superintendent of Schools positions to increase representation in senior management category by utilizing the Sivuliqtiksat Internship program.
- Continue to fund programs that focus on promotion and recruitment for education occupations as a career of choice and of the importance for the protection and preservation of Inuit culture and language.
- Improve the departmental website for educators and prospective educators by enhancing the quality of information available regarding the types of jobs available within the education system, required certification, and possible career pathways.
- Incorporate Inuit employment goals in performance management goals for senior managers.
- Research new mentorship and on-the-job training opportunities aimed at increasing the number of Inuit vice-principals and principals.

Priorities (2019-20)

- Continue to adapt and modify the Certificate of Educational Leadership in Nunavut program to ensure that it prioritizes Inuit educators and meets their specific needs, such as offering of Certificate of Educational Leadership in Nunavut program in Inuktitut.

Department of Education

- Continue to partner with Nunavut Arctic College to deliver a Student Support Assistant certificate program that can be delivered to meet the professional development needs of existing Student Support Assistants.
- 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 literacy initiative.
- Continue to provide funding to Nunavut Arctic College to deliver Community Teacher Education programs and work to improve the reporting on those programs.
- Continue to develop, deliver, and hone orientation materials and cross-cultural competencies training to ensure all new employees are familiar with the history and impacts of residential schooling.
- Monitor the progress of the Professional Development Framework project to ensure it takes into account Inuit Qaujimagatuqangit, as well as the needs of Nunavut communities for each occupation group targeted.
- Target Superintendent of Schools positions to increase representation in senior management category by utilizing the Sivuliqtiksatsat Internship program.
- Continue to fund programs that focus on promotion and recruitment for education occupations as a career of choice and of the importance for the protection and preservation of Inuit culture and language.
- Continue to use Inuit employment goals in performance management goals for senior managers.
- Commence research into establishing a new language assistant position for schools which would support language instruction in Inuktitut and language model implementation.
- Implement new mentorship and on-the-job training opportunities aimed at increasing the number of Inuit vice-principals and principals.

Priorities (2020-21)

- Continue to adapt and modify the Certificate of Educational Leadership in Nunavut program to ensure that it prioritizes Inuit educators and meets their specific needs, such as offering of the Certificate of Educational Leadership in Nunavut program in Inuktitut.
- Continue to partner with Nunavut Arctic College to deliver a Student Support Assistant certificate program that can be delivered to meet the professional development needs of existing Student Support Assistants.

- 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 literacy initiative.
- Continue to provide funding to Nunavut Arctic College to deliver Community Teacher Education programs and work to improve the reporting on those programs.
- Continue to deliver and hone orientation materials and cross-cultural competencies training to ensure all new employees are familiar with the history and impacts of residential schooling.
- Target Superintendent of Schools positions to increase representation in senior management category by utilizing the Sivuliqtiksat Internship program.
- Continue to fund programs that focus on promotion and recruitment for education occupations as a career of choice and of importance for the protection and preservation of Inuit culture and language.
- Continue to use Inuit employment goals in performance management goals for senior managers.
- Establish a new language assistant position for schools which would support language instruction in Inuktitut and language model implementation.
- Implement new mentorship and on-the-job training opportunities aimed at increasing the number of Inuit vice-principals and principals.
- In collaboration with Nunavut Arctic College, research and design an Inuktitut language teaching diploma in order to support the department's Inuit employment goals.
- In collaboration with Nunavut Arctic College, explore the possibility of partnering with an institution to offer a Master of Education in Administration in order to support Inuit employees to become principals.

This page is purposely blank.

**Department of
Health**

**Business
Plan**

2018-2021

This page is purposely blank.

TABLE OF CONTENTS

CORE BUSINESS

Directorate.....	135
Quality Of Life.....	138
Public Health.....	140
Health Care Service Delivery	144
Financial Summary	149
Inuit Employment Plan	150

This page is purposely blank.

CORE BUSINESS

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

	Budget (\$000)			
	2017-18	2018-19	2019-20	2020-21
Directorate	34,902	41,017	39,849	39,849
Quality of Life Secretariat	6,632	7,090	7,090	7,090
Public Health	18,973	21,591	22,322	22,322
Health Care Service Delivery	292,880	322,961	323,378	323,378
TOTAL	353,387	392,659	392,639	392,639

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.
- To provide overall management support and leadership in suicide prevention across the Government of Nunavut.
- To ensure ongoing implementation and integration of the Nunavut Suicide Prevention Strategy into governmental operations.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2019-21
Deputy Minister		1,299	1,299	1,299	1,299

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

Department of Health

government policy. The Deputy Minister provides overall direction and leadership to the department.

ADM Programs and Standards	4,821	10,476	10,476	10,476
-----------------------------------	-------	---------------	--------	--------

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	6,764	6,666	6,056	6,056
-----------------------	-------	--------------	-------	-------

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	10,988	11,546	10,988	10,988
---------------------------	--------	---------------	--------	--------

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 maintaining vital statistics and administers Non-insured Health Benefits on behalf of Health Canada.

Human Resources	9,957	9,957	9,957	9,957
------------------------	-------	--------------	-------	-------

Human Resources provide support for recruitment and retention, Inuit employment planning and general human resource administration.

Policy and Planning	1,073	1,073	1,073	1,073
----------------------------	-------	--------------	-------	-------

Policy and Planning provides leadership and advisory services in the review, development, and implementation of departmental policies and legislation; leads strategic planning and business planning processes for the department; provides policy and strategic advice and support to the Deputy Minister and Minister's office; and coordinates the department's working relationships with federal, provincial, and territorial (FPT) counterparts.

Total, Directorate	34,902	41,017	39,849	39,849
---------------------------	---------------	---------------	---------------	---------------

Priorities (2017-18)

- Evaluate the departmental human resources plan.
Status: The human resources plan has reached the end of its life cycle and the evaluation will inform the next plan.
- In preparation for the introduction and implementation of the Model of Care re-design, introduce change management mentorship programming within the department.
Status: The Model of Care draft report has been received and is under review.
- Implement the transition of responsibility and accountability for elders' residences from the Department of Family Services to the Department of Health.
Status: Completed on April 1st, 2017. Service contracts are in place for the operation of the Elders' Homes facilities in Arviat, Baker Lake, and Iqaluit.

- Conduct an evaluation of all Department of Health capital infrastructure, identifying deficiencies, and prioritize new builds and renovations to meet present and future capacity requirements.
Status: Health, in collaboration with the Department of Community and Government Services and the Department of Finance is continuing to address current and future capital needs. High priority projects, new build and ongoing lifecycle replacements, receive first consideration and are chosen based on the impact on alleviating health and safety hazards and enhancing service capacity to staff and the public.
- Evaluate departmental communications and develop a Health communications strategy that will include a focus on privacy and education.
Status: Successful evaluation of departmental communications division was completed in 2017/2018 fiscal resulting in several recommendations. The division continues to focus on implementing these recommendations.
- Evaluate Medical Travel programs to ensure effective service delivery.
Status: Medical Travel Program and policy review ongoing.
- Work collaboratively with GN departments and the Nunavut Housing Corporation to implement the first year objectives in “The Blueprint for Action on Housing”.
Status: Health continues to support the lead departments in achieving the first year objectives of "The Blueprint for Action on Housing".

Priorities (2018-19)

- Provide leadership and support to divisions to ensure that Turaaqtavut priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Implement recommended updates to departmental human resources plan.
- Expand the use of Telehealth, by building capacity and utilization in all regions to enhance health care services delivery in the territory.
- Work collaboratively with GN departments and the Nunavut Housing Corporation to implement the second year objectives in “The Blueprint for Action on Housing”.
- Initiate the legislative process to develop health privacy legislation.
- Continue to develop language capacity within the Department of Health.
- Continue to evaluate Medical Travel programs to ensure efficiency and transparency in the medical travel processes.
- Continue to explore and implement, where practicable and viable, potential opportunities to enhance and expand the health care services available in the territory.

Department of Health

- Work with department of Executive and Intergovernmental Affairs, Community Government and Services, and Finance to determine options to invest in infrastructure to enhance wellbeing, such as addictions treatment and Elders care.
- With the support of Culture and Heritage, continue the incorporation of traditional knowledge in programs and services to support delivery of health services.

Priorities (2019-20)

- Monitor the implementation of the departmental human resources plan.
- Continue to monitor and expand the use of Telehealth, as a reliable means of health care delivery.
- Continue to improve internal communication protocols and processes to support the delivery of the Department of Health's vision and messaging.
- Continue with the legislative process to develop and introduce health privacy legislation.
- Analyze outcomes from the Medical Travel Review to ensure effective service delivery of health care services.
- Work with department of Executive and Intergovernmental Affairs, Community Government and Services, and Finance to determine options to invest in infrastructure to enhance wellbeing, such as addictions treatment and Elders care.

Priorities (2020-21)

- Evaluate the Health Insurance Program.
- Monitor Medical Travel programs to ensure the effectiveness of health care services.
- Continue with the legislative process to develop and introduce health privacy legislation.

Quality of Life

The Quality of Life Secretariat provides strategic planning, leadership and coordination for the Government of Nunavut's suicide prevention initiatives, plans and strategies. The Secretariat reports to the Minister responsible for Suicide Prevention and the Cabinet Committee on Quality of Life. The Secretariat is responsible for development of legislation and policy, communications, community development, research and evaluation pertaining to suicide prevention across Nunavut. The Secretariat 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 ensure ongoing implementation and integration of the Nunavut Suicide Prevention Strategy into governmental operations.

Programs Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Quality of Life Secretariat	2,409	2,409	2,409	2,409
The Secretariat provides interdepartmental support, development and implementation of the Nunavut Suicide Prevention Strategy and its associated partnerships. The Secretariat leads community development in resiliency, evaluations of the strategy, initiates research, coordinates training and develops legislation and policy.				
Upigivagitsi Program	2,536	2,994	2,994	2,994
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 lead 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
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.				
Total, Quality of Life Secretariat	6,632	7,090	7,090	7,090

Priorities (2017-18)

- Introduce a long-term suicide prevention action plan, programs, and policies with partners and stakeholders.
Status: Inuusivut Anninaqtuq Action Plan 2017-2022, was developed by the Nunavut Suicide Prevention Strategy partners and introduced on June 26, 2017.
- Review the capacity and needs of non-government wellness organizations.

***Status:** The department has improved partnership with the non-governmental wellness organizations. Review was delayed for other urgent work and will be carried over to the 2018/19 fiscal year.*

Priorities (2018-19)

- Implement the long-term suicide prevention action plan, programs, and policies with partners and stakeholders.
- Continue to review the capacity and needs of non-government wellness organizations.
- Research Inuit specific protective factors, both traditional and modern, to incorporate into programs and policies.
- Complete a needs assessment and feasibility for addictions and trauma treatment facilities.
- Evaluate the effectiveness of the Mobile Trauma Response Team.

Priorities (2019-20)

- Develop resources for use by bereavement support groups.
- Evaluate the effectiveness and ensure cultural relevance of existing traditional and non-traditional support networks within communities.
- Implement the long-term suicide prevention action plan, programs and policies with partners and stakeholders.

Priorities (2020-21)

- Identify enhancements to crisis support line services for youth, such as by offering online and text based options and Inuktut services.
- Implement the long-term suicide prevention action plan, programs and policies with partners and stakeholders.

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 work in partnership with communities so they can take an active role on issues that affects their health and wellbeing.
- To strengthen partnerships with Inuit organizations with respect to public health programs and policy development.
- To evaluate the effectiveness and relevance of Public Health programming.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
----------	----------------	---------	---------	---------	---------

Chief Medical Officer of Health		2,017	2,017	2,017	2,017
--	--	-------	--------------	-------	-------

The Chief Medical Officer of Health (CMOH) provides leadership and expertise to population health and health protection programs. The CMOH also establishes and maintains public health standards and best practices as well as advocating for the preservation and improvement of the health of Nunavummiut.

Health Protection		1,347	3,052	3,620	3,620
--------------------------	--	-------	--------------	-------	-------

The Health Protection unit works to protect public health and safety. The unit works to prevent and control the spread of communicable diseases by providing immunizations, health education and counseling, investigating outbreaks, and follow-up on reportable diseases. Environmental Health Officers (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		14,957	15,870	16,033	16,033
--------------------------	--	--------	---------------	--------	--------

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.

Population Health Information		652	652	652	652
--------------------------------------	--	-----	------------	-----	-----

Population Health Information is responsible for maintaining, producing and disseminating health information to the Territory. 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. Population Health Information processes over half a million paper-based records per year and provides a variety of health statistics.

Total, Public Health	18,973	21,591	22,322	22,322
-----------------------------	---------------	---------------	---------------	---------------

Priorities (2017-18)

- Implement the new Public Health Act and Regulations.
Status: Regulation development is underway and is expected to be completed by the end of next fiscal.
- Implement the new Northern Wellness Agreement with Health Canada.
Status: The 2017-2027 Nunavut Wellness Agreement is finalized; each community is in year one of delivering their self-developed multi-year plans.
- Work collaboratively with the Coalition co-chairs, to continue to implement the Food Security Action Plan 2017-19.
Status: Health continues to work collaboratively with the NFSC co-chairs and met January 16-18, 2018 with the broader Coalition to renew the Strategy and develop a new Food Security Action Plan.
- Develop an Action Plan for the Public Health Branch that aligns with the Department of Health’s strategic plan.
Status: The Public Health division is in the final stages of developing a public health plan.
- Monitor the implementation activities of the updated Tobacco Reduction Strategy.
Status: The Department continues to monitor and implement work objectives outlined in the 2011-2016 Tobacco Reduction Strategy.
- Finalize the new Maternal and Child Health Strategy 2017-2021.
Status: This priority has evolved to become an internal work plan to guide the Department's work related to Maternal and Child Health over the next five years; the department is nearing completion of the work plan.
- Evaluate the implementation of the Sexual Health Framework for Action.
Status: The Department has identified indicators for an evaluation, and is exploring a potential evaluation plan.
- Implement Phase 1 of the Community Health Development Coordinators and the Academic Enhancement Program.
Status: The Educational Upgrade Program (EUP) is in its second year; 15 Inuit staff are enrolled.
- Develop and implement programming to support the impacts of the legalization of cannabis.
Status: The Department has created health promotion materials; Health staff have participated in public consultations to address health based questions, and share information on the impacts of cannabis use.

Priorities (2018-19)

- Continue to implement and monitor the Nunavut Wellness Agreement in collaboration with Nunavut Tunngavik Inc. and Indigenous Services Canada.
- Begin the legislative process to propose amendments the *Tobacco Control Act*.
- Support community-led sexual health initiatives, build reliable support systems for sexual health educators in Nunavut, respond to priorities, and proceed with an evaluation of the Sexual Health Framework for Action.
- Continue to support the Coalition in the renewal of the Strategy and development of the Food Security Action Plan.
- Evaluate Tuberculosis programs' effectiveness and analyze outcomes.
- Implement and monitor programming to address the impacts of the legalization of cannabis.
- Continue to implement and monitor an increased local health workforce across Nunavut along with the Educational Upgrade Program.

Priorities (2019 -20)

- Implement and monitor the Nunavut Wellness Agreement with Nunavut Tunngavik Inc. and Indigenous Services Canada.
- Proceed with the legislative process to amend the *Tobacco Control Act*.
- Support community-led sexual health initiatives, build reliable support systems for sexual health educators in Nunavut, respond to priorities, and finalize the evaluation of the framework.
- Continue to implement and monitor an increased Inuit health workforce across Nunavut along with the Educational Upgrade Program.
- Develop cannabis programming that informs risk reduction strategies for target populations.

Priorities (2020 -21)

- Use the evaluation of the Sexual Health Framework to inform future program priority areas.
- Complete the legislative process to propose amendments to the *Tobacco Control Act*.

Health Care Service Delivery

The Health Care Service Delivery Branch includes clinical services provided at community and

regional health centres, and the Qikiqtani General Hospital. The Branch also provides mental health, long-term care and home and community support services. The Branch strives to provide culturally relevant services through a holistic, patient-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 Non-Insured Health Benefits (NIHB) program, administered on behalf of the Government of Canada (Vote 4 funding), is run from this Branch.

Objectives

- To build health care service capacity in Nunavut and ensure access to high quality clinical services to all Nunavummiut.
- To collaborate with other departments to optimize resources in a holistic approach to wellness and wellbeing.
- Working locally to enhance community-based solutions that help families and individuals find the care and supports they need for health and wellness.
- To provide efficient administration of the Nunavut Health Insurance Plan, both in and out of territory, to all Nunavummiut, and to administer the NIHB program on behalf of the Government of Canada.
- To administer vital statistics.

Programs Budget (\$000)	2017-18	2018-19	2019-20	2020-21
--------------------------------	----------------	----------------	----------------	----------------

Professional Practice	979	979	979	979
------------------------------	-----	------------	-----	-----

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 administrates 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	26,986	40,744	40,744	40,744
-------------------------------------	--------	---------------	--------	--------

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.

Home Care and Community Care	3,582	3,593	3,593	3,593
-------------------------------------	-------	--------------	-------	-------

Home Care 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 client 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 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 7,767 **7,767** 7,767 7,767

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 63,796 **78,306** 78,306 78,306

Medical Transportation provides transportation services for eligible clients and escorts from their home community to services within Nunavut and out-of-territory.

Hospital and Physician Services 79,792 **81,594** 82,011 82,011

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 43,802 **43,802** 43,802 43,802

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 1,531 **1,531** 1,531 1,531

This program records and issues certificates for births, marriages, and deaths that occur in Nunavut. It registers change of name orders, adoptions, additions of fathers' details to birth records, and additions or changes of given names. The unit is also responsible for the management and administration of the Nunavut Health Care Plan and Extended Health Benefits. The program administers Non-Insured Health Benefits on behalf of Health Canada, including vision, oral health and boarding homes.

Out-of-Territory Hospitals 53,700 **53,700** 53,700 53,700

This program is responsible for the payment of out-of-territory hospital services. When patients with a Nunavut Health Care Card are seen in other provinces, the province reciprocally bills the Department of Health for these services.

Reciprocal Physician Billings	8,245	8,245	8,245	8,245
--------------------------------------	-------	--------------	-------	-------

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	2,700	2,700	2,700	2,700
--------------------	-------	--------------	-------	-------

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 Non-Insured Health Benefits (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	292,880	322,961	323,378	323,378
--	----------------	----------------	----------------	----------------

Priorities (2017-18)

- Pursue continued enhancement of community-based mental health and addictions programming and service capacity.
Status: Ongoing work to develop service capacity, including: development of community based mental health staff positions, planning to develop addiction treatment capacity, and both orientation and training of mental health and addictions staff.
- Assess population needs and develop a long-term plan to expand the continuing care sector in Nunavut.
Status: The department continues to assess the long-term care needs as it seeks to expand continuing care capacity in the Territory.
- Develop and expand the capacity of the telehealth unit.
Status: A pilot project has been developed to install telehealth equipment in emergency rooms. This would enable remote specialized diagnosis and direction in emergencies.
- Undertake a review of existing elders' facilities and continuing care centres in order to ensure standards of care are in place and appropriate programming is provided to clients of the facilities.
Status: The department is developing integrated continuing care standards and policies that will be used to help ensure the provision of quality care and programming. This is scheduled to be completed by Spring 2019.

- Introduce a redesigned Model of Care and commence implementation through the department.
Status: Model of Care draft report has been received and is under review.
- Complete the evaluation of the Children's Oral Health Project.
Status: This was completed this year.
- Acquire a territorial electronic incident reporting system.
Status: Work underway to establish a paper-based incident reporting system, as the basis for developing an electronic system.

Priorities (2018-19)

- Begin the legislative process to propose amendments to the *Medical Profession Act*.
- Develop a retention strategy for community oral health coordinators and territorial oral health coordinators.
- Introduce a redesigned Model of Care and develop an implementation plan.
- Ensuring facilities and programs specific for Dementia Care component of long term care continuum are available to support Elders.
- Continue development of a colorectal cancer screening program.
- Ensure facilities and programs in Nunavut meet minimum standards for nutrition care and food service.
- Improve Office of Patient Relations outreach programming through interdivisional and stakeholder engagement.
- Continue to expand the mental health and addictions system of care across the service continuum, with a focus on addictions and suicide prevention.
- Proceed with the legislative process for the *Mental Health Act*.

Priorities (2019-20)

- Improve Office of Patient Relations outreach programming through interdivisional and stakeholder engagement.
- Plan and develop facilities and programs that meet the continuing care needs of Nunavummiut, including, Elders in the territory.
- Continue to expand the mental health and addictions system of care across the service continuum, with a focus on addictions and suicide prevention.

Department of Health

- Finalize and pilot a colorectal cancer screening program.
- Implement the Model of Care redesign.
- Continue the legislative process to propose amendments to the *Medical Profession Act*.

Priorities (2020-21)

- Conduct a review of the *Pharmacy Act*.
- Evaluate and analyze the outcomes of the Colorectal Cancer Screening pilot program.
- Planning and preparation for regional health centre accreditation.
- Continue the legislative process to propose amendments to the *Medical Profession Act*.

Financial Summary

Branch	2017 - 2018 Main Estimates		2018 - 2019 Main Estimates		2019 - 2020 Planned		2020 - 2021 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	21,339	137.0	21,339	137.0	21,339	137.0	21,339	137.0
Grants & Contributions	4,509		4,967		4,967		4,967	
Other O&M	15,686		21,801		20,633		20,633	
Subtotal	41,534		48,107		46,939		46,939	
Public Health								
Compensation & Benefits	13,329	145.0	15,106	150.0	15,649	150.0	15,649	150.0
Grants & Contributions	498		498		498		498	
Other O&M	5,146		5,987		6,175		6,175	
Subtotal	18,973		21,591		22,322		22,322	
Health Care Service Delivery								
Compensation & Benefits	102,005	894.6	105,396	916.1	105,396	916.1	105,396	916.1
Grants & Contributions	2,017		2,017		2,017		2,017	
Other O&M	188,858		215,548		215,965		215,965	
Subtotal	292,880		322,961		323,378		323,378	
Total	353,387	1,176.60	392,659	1,203.1	392,639	1,203.1	392,639	1,203.1

Inuit Employment Plan

Departmental Inuit Employment Targets				
Health	As of Dec. 31, 2017		As of March 31, 2019	
	Capacity %		Capacity %	
Total Department Positions	1176.98		1203.1	
Total Filled Positions	684.71	58%	992	82%
Total Vacancies	492.27	42%	211.1	18%
Total Inuit	336.71	49%	602	61%
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	1	25%	2	50%
Total Senior-Management Positions	30		36	
Total Filled Senior-Management Positions	21	70%	32	89%
Total Vacant Senior-Management Positions	9	30%	4	11%
Total Inuit in Senior-Management Positions	1	5%	12	38%
Total Middle-Management Positions	113		117	
Total Filled Middle-Management Positions	66	58%	106	91%
Total Vacant Middle-Management Positions	47	42%	11	9%
Total Inuit in Middle-Management Positions	9	14%	31	29%
Total Professional Positions	351.5		360	
Total Filled Professional Positions	181	51%	238	66%
Total Vacant Professional Positions	170.5	49%	122	34%
Total Inuit in Professional Positions	9	5%	35	15%
Total Paraprofessional Positions	190.67		190	
Total Filled Paraprofessional Positions	83	44%	153	81%
Total Vacant Paraprofessional Positions	107.67	56%	37	19%
Total Inuit in Paraprofessional Positions	23	28%	77	50%
Total Administrative Positions	487.81		496.1	
Total Filled Administrative Positions	329.71	68%	459	93%
Total Vacant Administrative Positions	158.1	32%	37.1	7%
Total Inuit in Administrative Positions	293.71	89%	445	97%

**Dec 2017 numbers are higher than main estimates due to vote 4 funded positions.*

Capacity

Over the last five years, Inuit employment has stayed relatively unchanged. In 2015-16 and 2016-17, 200 PYs were added to Health's complement and are currently in the queue for staffing. Many positions were nursing related positions and support positions. As a result, there was a slight increase in Inuit employment, but it did not keep pace with growth. In 2016-17, 96

positions (Administrative Support, Paraprofessional and Management) were targeted for Inuit employment. By the end of the fiscal year, 89 Inuit were hired through a combination of competition and direct appointment.

In 2017-2018, 173 positions were targeted for Inuit employment through competition (regular and restricted) as well as direct appointment. Over the next five years, an annual assessment will be completed by April 30th of the new fiscal year to identify targeted positions to be filled in the upcoming year.

Inuit Employment

Priorities (2017-18)

- Develop a three year internal Health Human Resources division plan, which will include targets for Inuit hiring.
Status: Health has contributed to the GN wide Inuit Employment Plan.
- Work with the Department of Finance, Staffing Division, to ensure positions are posted and filled.
Status: Health continues to work with Department of Finance to ensure positions are posted and filled.
- Continue to increase the number of participating communities hiring students for summer employment. Targets for 2017-18 were: Kugaaruk, Sanikiluaq and Grise Fiord.
Status: Two students were successfully hired for the 2017 Summer Student Employment Equity Program in Sanikiluaq.
- Continue to increase community visits to schools to share information on future careers in health care, with a target of at least one community per year, per region.
Status: There have been two visits this year to Arviat and Baker Lake.
- Submit departmental Sivuliqtiksatsat internship applications for consideration.
Status: There is currently one employee under the Sivuliqtiksatsat internship program, who is scheduled to complete the internship in September 2018.

Priorities (2018-19)

- Complete the creation of generic job descriptions for all “like” positions.
- Transition all Vote 4 jobs to indeterminate employment with the implementation of the Nunavut Wellness Agreement.
- Complete and implement a nursing mentorship program.

Department of Health

- Continue to increase the number of participating communities hiring students for summer employment.
- Continue to increase community visits to schools to share information on future careers in health care, with a target of at least one community per year, per region.
- Identify opportunities for new internships for potential retirements.
- Completing a standardized health specific orientation and on-boarding across the regions and divisions.
- In 2018, the majority of employees hired were nurses. Of the 32 non-nursing positions hired, 24 were Inuit (75%). Of the remaining eight, seven were licensed health professionals such as Audiologists, Dietitians, Respiratory Therapists, Physiotherapists and Laboratory Technicians. Health did not meet its overall 2017-18 hiring target.

Priorities (2019-20)

- Health will carry out all targets and commitments as outlined in the separate IEP strategy plan:
 - Provide Executive level internship to increase representation in ADM level positions.
 - Actively encourage the hiring of summer students with the target to increase participation by 10% each year.
 - Identify and negotiate opportunities to expand health-related training within Nunavut.
 - Review and maintain performance goals/objectives for Inuit employment into the annual review process.
 - Continue to identify candidates for EIA's leadership and Inuit employment programs (Career Broadening, Travel Fund, Amaaqaarniq Education Leave and the Policy Development Program).
 - Review mandatory requirement for cultural orientation and implement enhancements.
 - On-going monitoring of educational and on-the-job training programs such as: EUP, BRT and medical terminology.

Priorities (2020-21)

- Health will carry out all targets and commitments as outlined in the separate IEP strategy plan:
 - Actively encourage the hiring of summer students with the target to increase participation by 10% each year.
 - Identify and negotiate opportunities to expand health-related training within Nunavut.
 - Review and maintain performance goals/objectives for Inuit employment into the annual review process.

- Continue to identify candidates for EIA's leadership and Inuit employment programs (Career Broadening, Travel Fund, Amaaqtaarniq Education Leave and the Policy Development Program).
- Review mandatory requirement for cultural orientation and implement enhancements.
- Continued on-going monitoring of educational and on-the-job training programs such as: EUP, BRT and medical terminology.

This page is purposely blank.

**Department of
Family Services**

**Business
Plan**

2018-2021

This page is purposely blank.

TABLE OF CONTENTS

CORE BUSINESS

Corporate Management.....	155
Poverty Reduction.....	159
Children and Family Services.....	161
Income Assistance.....	166
Career Development.....	169
Financial Summary.....	174
Inuit Employment Plan.....	175

This page is purposely blank.

CORE BUSINESS

The Department of Family Services consists of five lines of core business:

	Budget (\$000)			
	2017-18	2018-19	2019-20	2020-21
Corporate Management	5,447	6,148	6,382	6,382
Poverty Reduction	3,024	3,024	3,024	3,024
Children and Family Services	55,897	63,947	64,051	64,051
Income Assistance	53,803	60,003	62,068	62,068
Career Development	20,091	20,091	20,091	20,091
TOTAL	138,262	153,213	155,616	155,616

Note: Poverty Reduction's budget has been separated to demonstrate the division's programs and priorities as per the Collaboration for Poverty Reduction Act.

Corporate Management

Corporate Management provides overall management support to the department and advice to the Minister under the direction of the Deputy Minister. Corporate Management consists of the Deputy Minister, the Assistant Deputy Minister, the Corporate Services Division, the Policy and Planning Division and the Poverty Reduction Division (which has been moved to a separate section of Business Plan for programming purposes). 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; as well as overseeing the Public Guardianship program. 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.

Department of Family Services

- 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)	2017-18	2018-19	2019-20	2020-21
Directorate		1,175	1,175	1,175	1,175
The Directorate includes the Deputy Minister, the Assistant Deputy Minister and their support staff. The Directorate is responsible for overall management of the department and for achieving the departmental objectives set out by the Government. The Directorate will ensure that program delivery is structured to reflect Inuit Societal Values. The Directorate also oversees the Public Guardianship program.					
Corporate Services		2,620	2,620	2,620	2,620
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.					
Policy and Planning		1,088	1,088	1,088	1,088
The Policy and Planning Division is accountable for coordinating policy development, strategic planning and the development of legislation across the department. The division also provides communication services, leads the department's program evaluation initiatives, manages the department's response to Access to Information requests and manages departmental records.					
Guardianship Services		564	1,265	1,499	1,499
Under the <i>Guardianship and Trusteeship Act</i> , individuals appointed by the Minister of Family Service to the position of Public Guardian review all guardianship applications prepared for the Nunavut Court of Justice. Guardianship provides legal care and safety for persons with a diminished capacity for decision making. The Public Guardian can also be appointed by the Nunavut Court of Justice to represent a person who has no family members or friends who are willing, suitable, or able to act as guardians.					
Total, Corporate Management		5,447	6,148	6,382	6,382

Priorities (2017-18)

- Provide oversight to divisions as they implement program and policy changes as a result of changes to the *Income Assistance Act* and the *Apprenticeship, Trades and Occupations Certification Act* where applicable.
Status: The department completed changes to the Income Assistance Act and the process is underway for the Apprenticeship, Trades and Occupations Certification Act.
- Continue to roll out the Income Support Database System (ISDS) project to four more

communities and advance the development of the Child and Family Services Case Management System, as well as initiate the business case to acquire new information and case management systems for the Career Development Division.

Status: The Income Support Database System has been implemented for all 25 communities. The Child and Family Services Case Management System is on track for implementation. The department is reviewing options for a system that best meets the needs of Career Development.

- Continue to implement the funding contribution framework and evaluate progress of operators' accountability reporting, service quality, and value for money.
Status: Implementation of a contribution framework, accountability reporting, service quality, and value for money was completed by a Grants and Contributions Analysts on a Casual Staffing Agreement. This work is ongoing and is currently being completed by indeterminate staff.
- Develop a departmental human resources plan that emphasizes the recruitment and retention of front line workers, strengthens Inuit employment, integrates Inuit Societal Values, and enhances staff development and performance management supports.
Status: The department drafted an Inuit Employment Plan; implemented the Quality Protects Action Plan, which looks at the recruitment and retention of Community Social Services Workers; developed online statutory training for Income Assistance Workers; and undertook an organizational review of the department to identify areas of enhancement.
- Implement the departmental strategic plan and monitor progress.
Status: The department reviewed and revised the strategic plan to include priorities from Turaaqtavut. Senior management will begin implementation following a retreat in early 2018-19.
- Work collaboratively with GN departments and the Nunavut Housing Corporation to implement the first year objectives in "The Blueprint for Action on Housing".
Status: The department has worked with other GN departments and the Nunavut Housing Corporation to implement Actions 2, 4-6, 42, and 44.

Priorities (2018-19)

- Provide leadership and support to divisions to ensure that Turaaqtavut priorities are implemented, and collaborate with other departments on joint efforts to achieve mandate objectives.
- Implement the department's Inuit Employment Plan with a focus on recruitment and retention of frontline workers.
- Identify areas of enhancement in the organizational structure of the department, and conduct a review of the job descriptions in the department to identify inefficiencies and ineffectiveness in supporting the Inuit Employment Plan.

Department of Family Services

- Implement the departmental strategic plan ensuring that it meets the priorities of Turaaqtavut.
- Provide oversight and support to divisions to ensure the development and implementation of legislation incorporates Inuit Societal Values and Inuit Qaujimajatuqangit.
- Develop and implement a departmental program management process that meets the priorities of Turaaqtavut by establishing strategic partnerships with Inuit organizations, the federal government, and the private sector.
- Work collaboratively with GN departments and the Nunavut Housing Corporation to implement the objectives in “The Blueprint for Action on Housing” with specific focus on action items 2, and 4-6.
- Identify programs that require evaluation, and develop a program evaluation schedule.
- Identify legislation and policies which require review, and develop a review schedule.

Priorities (2019-20)

- Implement recommendations from the department’s organizational review and establish structural changes.
- Undertake a preliminary review of the department’s strategic plan to ensure it is meeting its objectives and the priorities identified in Turaaqtavut.
- Support the implementation of the Child and Family Services’ Case Management System, identify and address any operational issues with the system.
- Support staff in acquiring the training needed to meet their professional requirements.
- Continue to provide oversight and support to divisions to ensure that the development and implementation of legislation incorporates Inuit Societal Values and Inuit Qaujimajatuqangit.
- Continue to work collaboratively with GN departments and the Nunavut Housing Corporation to implement the objectives in “The Blueprint for Action on Housing”.

Priorities (2020-21)

- Continue implementation of recommendations from the department’s organizational review, and monitor progress.
- Continue to provide oversight and support to divisions to ensure that the development and implementation of legislation incorporates Inuit Societal Values and Inuit Qaujimajatuqangit.

- Offer training programs to staff to meet their workplace needs.
- Evaluate the department’s program management process.

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.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
----------	----------------	---------	---------	---------	---------

Poverty Reduction

Headquarters		1,242	1,242	1,242	1,242
---------------------	--	-------	--------------	-------	-------

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 *Collaboration for Poverty Reduction Act*. This includes supporting annual meetings and consultations associated with the Nunavut Roundtable for Poverty Reduction. 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 emergency shelter and transitional housing supports and services, and work to support long-term planning associated with addressing homelessness in the territory.

**Emergency Homeless Shelters,
Transitional Housing and
Support Services**

1,507 **1,507** 1,507 1,507

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.

The division also provides contribution funding to community-based organizations for small-scale projects that facilitate outreach services to support individuals experiencing homelessness.

**Community-based Poverty
Reduction Initiatives**

275 **275** 275 275

The Poverty Reduction Division provides contribution funding to community governments, non-profit organizations and businesses to support the *Collaboration for Poverty Reduction Act* 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.

Total, Poverty Reduction **3,024** **3,024** **3,024** **3,024**

Priorities (2017-18)

- Finalize the Nunavut Action Plan on Absolute Homelessness and begin implementation.
Status: The Nunavut Homelessness Action Plan is under development and will be informed by second-stage housing research, case-study research on hidden homelessness, and community-based solutions discussed at the annual meeting of the Nunavut Roundtable for Poverty Reduction in April 2018. The Action Plan implementation is anticipated to begin in 2018-19.
- Implement the Makimaniq Plan II, A Shared Approach to Poverty Reduction, with an ongoing focus on food security, parenting programming, implementation of reforms to Income Assistance programs, and support for community projects that strengthen the governance capacity of local non-governmental organizations and community groups.
Status: Makimaniq Plan II was implemented. Support for community-based food security initiatives occurred, along with supports for parenting programming. Reforms to Income Assistance programs occurred with continued input from the Poverty Reduction Division.

Priorities (2018-19)

- Implement the Nunavut Homelessness Action Plan.
- Continue to implement Makimaniq Plan II, A Shared Approach to Poverty Reduction.

- Strengthen existing resources, and establish additional resources for safe and affordable housing, specific to emergency homeless shelters, respite services, and transitional housing.
- Continue to collaborate with other government departments to deliver food security initiatives, with a particular focus on adult learners.

Priorities (2019-20)

- Continue to implement the Nunavut Homelessness Action Plan.
- Monitor progress of the Makimaniq Plan II, A Shared Approach to Poverty Reduction.
- Develop additional resources for safe and affordable housing specific to emergency homelessness shelters, respite services, and transitional housing.
- Develop additional resources for food security initiatives in the territory, with a particular focus on adult learners.

Priorities (2020-21)

- Undertake mid-term evaluation of the Nunavut Homelessness Action Plan.
- Monitor effectiveness of additional resources for safe and affordable housing, and food security.
- Initiate development of the next five-year poverty reduction strategy.

Children and Family Services

The Children and Family Services Division provides a range of support services for children and vulnerable adults who may require protection or other specialized support. The division assists individuals, families, groups and communities to develop skills and make use of both personal and community resources to enhance their well-being. The division also plays an important role in the development of programs and standards for program delivery.

Objectives

- To provide overall leadership and program support across the territory.
- To fulfill the legislative responsibilities inherent in the following statutes: *Child and Family Services Act*, *Adoption Act*, and *Aboriginal Custom Adoption Recognition Act*.
- To provide emergency intervention to address domestic and family violence.
- To protect the rights of children, youth, families, and vulnerable individuals.
- To advocate for the interests of vulnerable members across Nunavut society.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Child and Family Services Headquarters		2,950	2,950	2,950	2,950
Children and Family Services 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		17,646	17,957	18,061	18,061
Child Protection Services ensure the safety and well-being of children and youth by providing essential services. This includes foster care and investigations and interventions that are provided by child protection workers under the <i>Child and Family Services Act</i> .					
Adoption Services		296	175	175	175
Under the <i>Adoptions Act</i> Children and Family Services is responsible for departmental, private, and international adoptions in the territory. The department provides support to Custom Adoption Commissioners under the <i>Aboriginal Custom Adoption Recognition Act</i> .					
Adult Support Services		738	744	744	744
Adult Support Services provides a range of counseling and support services to eligible adults with disabilities.					
Family Violence Services		2,904	3,019	3,019	3,019
Community Social Services Workers (CSSWs) provide family violence intervention services. This may include individual and group counseling and referral to other services and transportation to a safe location.					
Residential Care (Facility Based)		30,893	38,632	38,632	38,632
Residential care is provided both within and outside of Nunavut for those individuals who demonstrate a need for specialized care.					
Social Advocacy		470	470	470	470
This program provides Grants and Contributions that support the Qullit Nunavut Status of Women Council, the Nunavummi Disabilities Makinnasuaqtiit Society (NDMS), Rick Hansen Foundation, Women's Initiatives, and Men and Boys programming.					
Total, Child and Family Services		55,897	63,947	64,051	64,051

Priorities (2017-18)

- Continue to work on family violence prevention and intervention initiatives, including with a focus on men and boys programming initiatives.

Status: The department funded four projects across all three regions under the Men and Boys Initiatives funding. Projects ranged from healing circles and cooking classes, to printmaking and dance. The men's gathering in the Kitikmeot took place in September, which concluded the three regional roundtables. The information gathered will be used to inform programming and service needs.

- Continue to review and research options for Aboriginal Custom Adoption Recognition legislation. The department will consider proceeding with this legislative initiative in future years.

Status: A three day training session for twenty-two Custom Adoption Commissioners took place in April 2017. Information was gathered related to the challenges Commissioners face in applying the Act.

- Continue implementation of recommendations from the 2014 Auditor General's Follow-up Report on Child, Youth and Family Services in Nunavut.

Status: The department tabled its final update on the Quality Protects Action Plan in Fall 2017. The department developed a tool to track Community Social Services Worker caseloads, which will assist in the gathering of data to manage and develop guidelines for caseloads. The Child and Family Services' Case Management System is on track to be operational for March 2019.

- Continue planning for residential care services that meet the needs of Nunavummiut.

Status: The Ilagiitugut Centre for Youth in Iqaluit resumed services in June 2017 following a change in service provider, and renovations. The facility can now serve eight high-risk female clients, provide space for a visiting elder on-site, offer onsite family visit, and provide treatment based programs for youth. The department continued to review the status of clients receiving service out-of-territory to plan for repatriation when possible.

- Work to support foster parents in Nunavut including working with foster parents to reinstate a Foster Parents Association.

Status: The department supported the Iqaluit Foster Family Association to complete administrative tasks such as creating by-laws and registering as a non-profit. Appreciation events were held throughout the year to support the services that foster parents provide. A full review of all foster homes across Nunavut was initiated and will continue into 2018/2019.

- Continue implementation of the departmental action items related to the GN Suicide Prevention Strategy, including child sexual abuse prevention initiatives and supporting the delivery of Inunnguiniq parenting programming, which were initiated in 2016/17.

Status: Four sessions of the Inunnguiniq Parenting facilitator-training program took place in 2017/2018 with additional funding provided to the Aqqiumavik Society to support their delivery of Inunnguiniq, and to the Kitikmeot Inuit Association to deliver training in all five communities in the Kitikmeot. A working group was established which has begun a review of current protocols, procedures, and training materials related to child sexual abuse. Child Sexual Abuse training for Community Social Services Workers was organized and delivered in March 2018.

Priorities (2018-19)

- Develop departmental initiatives to address family violence guided by recommendations from the men and boys gatherings, the Truth and Reconciliation Commission, and the Missing and Murdered Indigenous Women and Girls Inquiry.
- Support parents and caregivers of children and youth, including foster families, by providing training, resource, and counselling supports.
- Ensure standards compliance and reporting for foster homes and children in care.
- Work with our partners to support community-based healing programs to address family violence and sexual abuse.
- Collaborate with respective governments and Inuit organizations to address the root causes affecting the rates of Inuit children and youth in residential care.
- Continue to implement Department-specific action items related to the Nunavut Suicide Prevention Strategy, including child sexual abuse prevention initiatives and the Inunnguiniq parenting programming.
- Consult and collaborate with Qullit Nunavut Status of Women Council on all departmental programs and services related to women and girls.
- Review the Women's Grants Initiatives with Qullit Nunavut Status of Women Council to ensure it is meeting the priorities of women in Nunavut.
- Review and revise departmental guidelines and procedures for family violence shelters in Nunavut with our partners and stakeholders.
- Initiate a review of the department's residential care programs and services.
- Initiate a review of how the department incorporates traditional knowledge of Elders in the delivery of services.

Priorities (2019-20)

- Standardize case management and audit procedures to ensure compliance.
- Continue to support parents and caregivers of children and youth, including foster families, by providing training, resources, and counselling supports.
- Continue to work with our partners to support community-based healing programs to address family violence and sexual abuse.
- Evaluate the department's Children and Family Services case management system.

- Begin the process to revise the *Adoption Act* and the *Aboriginal Custom Adoption Recognition Act*.
- Implement departmental initiatives to address family violence that focus on prevention, intervention and follow-up, and which include collaboration with community-based organizations.
- Continue to consult and collaborate with Qullit Nunavut Status of Women Council on all departmental programs and services that related to women and girls.
- Undertake a review of the Men and Boys Initiatives Grant in collaboration with our partners and stakeholders.
- Enhance and standardize training for Family Resource Workers and Community Social Services Workers.
- Identify future departmental needs based on the review of residential care programs and services.
- Work with the Department of Culture and Heritage, and local resources (Regional Inuit Associations and Elders Committees) to identify Elders within communities who can work in collaboration with Community Social Services Workers and Family Resource Workers to support families.

Priorities (2020-21)

- Utilize the data collected through the Child and Family Services' Case Management System to enhance current, programs and services.
- Continue to work with our partners to support community-based healing programs to address family violence and sexual abuse.
- Develop a residential care strategy for clients of the Department of Family Services.
- Continue the implementation of revisions to the *Adoption Act* and the *Aboriginal Custom Adoption Recognition Act*.
- Continue to implement departmental initiatives to address family violence and begin an initial evaluation process.
- Continue to work with the Department of Culture and Heritage, and local resources (Regional Inuit Associations and Elders Committees) to identify Elders within communities who can work in collaboration with Community Social Services Workers and Family Resource Workers to support families.

Income Assistance

The objective of the Income Assistance Division is to assist residents in achieving their goals for independence and self-reliance. Income Assistance includes a variety of benefit programs that provide various levels of financial assistance to people 18 or over and their dependents. The division provides overall policy direction, program development, and advice to various levels of staff who deliver Income Assistance programs across Nunavut.

Objectives

- To identify, review and evaluate 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 and/or agency programs.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
----------	----------------	---------	---------	---------	---------

Income Assistance

Headquarters Office		1,432	1,406	1,406	1,406
----------------------------	--	-------	--------------	-------	-------

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 that 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, as well as, the completion of on-site reviews and audits of individual client files and income assistance offices. Program audits help to facilitate consistency, as well as, enhance program effectiveness and accountability. The Senior Program Specialist works closely with the three regional Income Assistance offices and Corporate Services.

Community Delivery		117	117	117	117
---------------------------	--	-----	------------	-----	-----

Contribution funding administered by the Qikiqtani regional Income Assistance office is provided to two communities 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	5,249	5,380	5,380	5,380
----------------------------------	-------	--------------	-------	-------

Three regional Income Assistance offices are responsible for staff that administer and deliver Income Assistance programs.

Senior Citizen

Supplementary Benefit	1,392	1,422	1,422	1,422
------------------------------	-------	--------------	-------	-------

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	390	280	280	280
---------------------------------------	-----	------------	-----	-----

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	44,243	50,443	52,508	52,508
--------------------------	--------	---------------	--------	--------

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 or over, and their dependents, to meet basic needs for food, shelter, utilities and fuel.

Day Care Subsidy	502	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.

Total, Income Assistance	53,803	60,003	62,068	62,068
---------------------------------	---------------	---------------	---------------	---------------

Priorities (2017-18)

- Continue to implement the reform recommendations from the review and reform process.
Status: Effective July 1, 2017, the department strengthened incentives to earn income, treated all earned income equitably, allowed clients to keep some savings and still qualify for income assistance, and strengthened financial support for low-income Nunavummiut living with disabilities. The monthly Disability Allowance for Social Assistance recipients living with long-term disabilities was increased to \$250 from \$175, and a new \$125/month Short-Term Disability Allowance was introduced for Income Assistance recipients with disabilities of 6-12 months who cannot work.

Department of Family Services

- Implement the online modular training program for the delivery of Income Assistance training and Income Support Delivery System training.
Status: As of November 1, 2017, the Income Assistance Worker Certification Training is being delivered online.
- Continue the implementation of the Income Support Delivery System (ISDS) in communities in collaboration with the Department of Community and Government Services in regards to the installation of Core Business Networks.
Status: As of December 1, 2017, the Income Support Delivery System was implemented for all 25 communities across Nunavut.
- Build stronger relationships with stakeholders in identifying opportunities for Income Assistance clients to participate in activities such as hunting, wage employment, job skills upgrading, and education.
Status: The department has been working to link clients with training programs and employment opportunities offered by the Department (i.e. GREAT, Adult Learning and Training Supports, Financial Assistance for Nunavut Students, etc.), as well as other departments and employers.

Priorities (2018-19)

- Continue to implement the recommendations from the Income Assistance review and reform process, including potential updates to the *Senior Citizens Benefit Act*. and implement phase two of the reforms.
- Amend the eligibility criteria for the Daycare User Subsidy so that it becomes an extended benefit under Social Assistance. Expand training opportunities across the territory using web-based technology for outreach delivery to Income Assistance Workers.
- Develop and implement an evaluation tool for both the online modular training program and training for the Income Support Delivery System.
- Review the T-5 production process with the goal of increasing efficiency.

Priorities (2019-20)

- Develop an evaluation plan to assess the effectiveness of Income Assistance reforms. Continue to implement the reform recommendations from the review and reform process, including changes to Productive Choices.
- Review the new Daycare User Subsidy process.
- Review the Income Assistance issuance process with the goal of increasing efficiency.

Priorities (2020-21)

- Complete the final phase of reform implementation based on the recommendations from the review and reform process.

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 non-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.

The Financial Assistance for Nunavut Students (FANS) Program provides financial support to Nunavut students to attend post-secondary education programs. FANS Officers work to ensure students are aware of the various programs that are offered, the eligibility requirements, and necessary documentation they must submit before payments can begin.

Objectives

- To increase the number of Nunavummiut who gain employment in their chosen field through the provision of effective career services.
- To increase the number of Nunavummiut accessing employment based training opportunities, including trades programs.
- To provide financial and other supports (such as career counseling) to those who are not participating in the labour market and support their transition to training and ultimately employment and self-reliance.
- To identify employment barriers and facilitate the referral of individuals to programs that act to remove those barriers.
- To ensure that financial need is not a barrier to post-secondary education by providing financial supports to students enrolled in post-secondary education programs.
- To collect and provide labour market information to ensure that education and training in

the territory aligns with the labour market.

- To provide policy direction for program development and related certification of trades apprenticeship in Nunavut.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Career Development HQ		1,335	1,516	1,516	1,516
<p>Career Development researches, develops and implements a coordinated approach to delivery of labour market training programs, including apprenticeship. Programs are designed to meet the needs of Nunavut's labour force and link Nunavummiut to sustainable jobs. Career Development works with partner organizations, such as the Government of Canada, Inuit organizations, 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.</p>					
Nunavut Apprenticeship		578	578	578	578
<p>Nunavut Apprenticeship is comprised of the Nunavut Apprenticeship Certification Unit and 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; it acts as a liaison with industry, the Nunavut Apprenticeship, Trade and Occupations Certification Board and technical training providers. It 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 staffed by a Supervisor and two Certification Officers and reports in to the Manager of Labour Market Programs.</p>					
Career Services – Regional Offices		3,326	3,347	3,347	3,347
<p>The three regional offices are accountable for the administration and delivery of a range of labour market related programs and services such as: Employment Assistance Services, Group Employment Services, Training on the Job, Adult Learning and Training Supports and targeted training interventions. These programs are delivered using labour market data provided by Statistics Canada, the Nunavut Bureau of Statistics and through a network of partnerships and feedback from clients, other organizations, and the private sector.</p>					
Financial Assistance for Nunavut Students (FANS)		8,352	8,352	8,352	8,352
<p>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 offer a grant for students who are disabled.</p>					

Adult Learning & Training Supports

5,250 **5,048** 5,048 5,048

Adult Learning & Training Supports (ALTS) provides financial support for clients to participate in non-post-secondary employment training programs. 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 For Persons w/ Disabilities

1,250 **1,250** 1,250 1,250

This program contributes towards the funding of programming and services to assist people living with disabilities to enter and remain in the labour market. Funding may be distributed to organizations to provide programming and services that will positively impact the lives of disabled Nunavummiut through training and employment. The funds may also be used to gather labour market data on individuals living with disabilities.

Total, Career Development 20,091 20,091 20,091 20,091

Priorities (2017-18)

- Continue community-based delivery of GREAT for Income Assistance clients.
Status: The GREAT program has been delivered in 24 Nunavut communities.

- Enhance labour market programs and client service delivery based on evaluation results.
Status: The department has been negotiating a new Labour Market Development Agreement with the Government of Canada utilizing information gained from the GREAT evaluation. Piqataugitsi, a new suite of programs to support inclusive employment for Nunavummiut was introduced.

- Continue to design and develop targeted labour market programming for Nunavut youth, aimed at connecting youth to employment, and for Nunavummiut with disabilities.
Status: During the summer of 2017, 23 students were supported through the Summer Employment for Nunavut Students program. In addition, a Coordinator for the Persons with Disabilities file was hired to develop new program initiatives that address labour market gaps, research best practices, and engage stakeholders to develop awareness. Eight proposals were funded to provide training and employment to Nunavummiut with disabilities.

- Implement the first phase of improvements to the Nunavut Apprenticeship Program, focusing on strengthening internal processes and improvements to regulations.
Status: The department reviewed the Apprenticeship Regulations and identified changes to clarify the apprenticeship criteria and processes. Internal processes have been streamlined to better serve apprentices and potential apprentices.

Priorities (2018-19)

- Strengthen labour market programming for youth.

Department of Family Services

- Continue to implement and strengthen Piqataugitsi to support Nunavummiut with disabilities.
- Work with the department's frontline service delivery divisions, and other partners, to begin the development of an integrated client service-delivery model.
- Provide additional training and support to Career Development Officers.
- Continue improvements to the Nunavut Apprenticeship Program, *Act*, and Regulations.
- Review the implementation of recommendations stemming from the 2007 Office of the Auditor General of Canada's report on the Department of Education's Financial Assistance for Nunavut Students Program.
- Undertake a preliminary review of all supports provided to post-secondary students.
- Work with government departments and other agencies to identify areas of support to better inform contractors of how to attract and retain local employees.
- Work closely with Nunavut Arctic College, Economic Development and Transportation, and Nunavut Tunngavik Incorporated on areas of shared interest and priority.

Priorities (2019-20)

- Continue the process to review and amend supports for post-secondary students, including the *Student Financial Assistance Act*, and Regulations.
- Continue to provide training and support to Career Development Officers.
- Improve the use of labour market information on occupational supply and demand to inform program delivery and meet the needs of clients.
- Work with other government departments and agencies to undertake a review of programming provided to youth and persons with disabilities.
- Work with other government departments and agencies to promote trades career options for women in Nunavut.
- Work with other government departments and agencies to review supports for women looking to enter the trades in Nunavut.

Priorities (2020-21)

- Implement changes to the *Student Financial Assistance Act*.

- Undertake a formal evaluation of programs and services directed at youth, persons with disabilities, and women.
- Work with other government departments and agencies to implement changes to programming and services targeted at youth, persons with disabilities, and women in the trades.

Financial Summary

Branch	2017 - 2018 Main Estimates		2018 - 2019 Main Estimates		2019 - 2020 Planned		2020 - 2021 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	5,585	39.0	5,962	44.0	6,196	44.0	6,196	44.0
Grants & Contributions	1,582		1,582		1,582		1,582	
Other O&M	1,304		1,628		1,628		1,628	
Subtotal	8,471		9,172		9,406		9,406	
Children and Family Services								
Compensation & Benefits	12,251	92.5	12,562	95.5	12,666	95.5	12,666	95.5
Grants & Contributions	3,054		3,054		3,054		3,054	
Other O&M	40,592		48,331		48,331		48,331	
Subtotal	55,897		63,947		64,051		64,051	
Income Assistance								
Compensation & Benefits	6,222	51.2	6,222	51.2	6,222	51.2	6,222	51.2
Grants & Contributions	46,722		52,897		54,962		54,962	
Other O&M	859		884		884		884	
Subtotal	53,803		60,003		62,068		62,068	
Career Development								
Compensation & Benefits	5,647	46.0	5,647	46.0	5,647	46.0	5,647	46.0
Grants & Contributions	11,600		11,600		11,600		11,600	
Other O&M	2,844		2,844		2,844		2,844	
Subtotal	20,091		20,091		20,091		20,091	
Total	138,262	228.7	153,213	236.7	155,616	236.7	155,616	236.7

Inuit Employment

Departmental Inuit Employment Targets				
Family Services	As of Dec. 31, 2017		As of March 31, 2019	
	Capacity %		Capacity %	
Total Department Positions	228.8		236.8	
Total Filled Positions	183.77	80%	193.77	82%
Total Vacancies	45.03	20%	43.03	18%
Total Inuit	106.77	58%	121.53	63%
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	10		10	
Total Filled Senior-Management Positions	9	90%	10	100%
Total Vacant Senior-Management Positions	1	10%	0	0%
Total Inuit in Senior-Management Positions	1	11%	2	20%
Total Middle-Management Positions	24		24	
Total Filled Middle-Management Positions	22	92%	22	92%
Total Vacant Middle-Management Positions	2	8%	2	8%
Total Inuit in Middle-Management Positions	11	50%	11	50%
Total Professional Positions	92		92	
Total Filled Professional Positions	70	76%	72	78%
Total Vacant Professional Positions	22	24%	20	22%
Total Inuit in Professional Positions	19	27%	28	39%
Total Paraprofessional Positions	74.73		81.73	
Total Filled Paraprofessional Positions	55.7	75%	61.7	75%
Total Vacant Paraprofessional Positions	19.03	25%	20.03	25%
Total Inuit in Paraprofessional Positions	49.7	89%	53.46	87%
Total Administrative Positions	26.07		27.07	
Total Filled Administrative Positions	25.07	96%	26.07	96%
Total Vacant Administrative Positions	1	4%	1	4%
Total Inuit in Administrative Positions	24.07	96%	25.07	96%

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

Priorities (2017-18)

The Department of Family Services had 11 new positions in the 2017-18 fiscal year. Of these new positions, at least six were intended to be filled by Inuit. These included two Family Resource Worker PYs; one Senior Finance Officer PY in the Iqaluit area office; and six half-time Income Assistance Worker positions (or three full time equivalent PYs) located in various communities.

The Department of Family Services will continue its efforts to increase Inuit employment capacity as it is advancing recruitment, training and retention programs for staff. In 2017-18, the Department of Family Services continued to implement initiatives that support Inuit, including:

- Identifying more positions for Sivuliqtiqsat internships.
Status: The department submitted three applications for internships that were successful in the last call for proposals and are on the waiting list for staffing.
- Increasing Inuit summer employment opportunities, including providing practicum and job placements for students in the Social Services Worker program at the Nunavut Arctic College.
Status: The department had two employees through the Government of Nunavut's Summer Student Employment Equity Program and one practicum student during the 2017-18 fiscal year.
- Prioritizing hiring Inuit staff when filling casual positions to provide work experience; and seeking funding for long term hired casuals.
Status: The department had increases in positions last year, including Income Assistance Worker positions which allowed the department to recruit some people on casual staffing agreements into indeterminate positions.
- Providing management training and acting work experience opportunities for Inuit when possible.

Status: One Inuk employee with the department graduated from the Hivuliqtikhanut program in 2017. The department currently has two Inuit employees in the Hivuliqtikhanut program.

- Undertaking competitions restricted to the hiring of Inuit.
Status: The department's competitions for Income Assistance Workers and Family Resource Workers have been restricted to Inuit Employment.
- Assessing the potential of Internal Transfer Assignments to increase Inuit representation.
Status: The department had one developmental Internal Transfer Assignment for the position of Manager of Career Development for 2017-18 which lead to a Direct Appointment. The department also has one developmental Internal Transfer Assignment for the Senior Finance Officer position.
- Reviewing existing job descriptions with a goal of reducing systemic barriers to Inuit representation.
Status: The department regularly reviewed job descriptions, and continues to do so, when conducting Job Action Requests for staffing positions. Maintaining a majority of positions in the department as generic positions allows the department to have an efficient staffing process and allows for identification of possible changes needed for job descriptions to overcome barriers.
- Staffing term positions if there are no successful Inuit applicants, specifically in the middle management and professional level.
Status: The department has used term positions for various staffing levels when there has not been successful Inuit applicants.
- Conducting ongoing succession planning with Directors, Managers and Supervisors with a focus on opportunities for Inuit hiring.
Status: All Senior Managers were consulted on retirement potential within their divisions in 2017-18. Plans were made for succession planning through planning ahead for staffing competitions, internships, potential acting and Internal Transfer Assignments, and professional development for current staff to build their capacity to fill roles that may become vacant.

March 31, 2018 Inuit Employment Target Positions – 17

- The Department of Family Services has filled 71% of the target positions (12 out of 17) with Inuit.

Priorities (2018-19)

- Identify new recruitment and retention programs to address IEP gaps.
- Identify Inuit cultural competency training programs for all supervisors.

Department of Family Services

- Continue to identify positions to be filled with Inuit hired through competitions subject to the Priority Hiring Policy or through the use of restricted competitions.
- Promote education leave and professional development opportunities to staff.
- Identify opportunities for Inuktitut speaking employees to take training programs in Inuktitut.

Priorities (2019-20)

- Develop new recruitment and retention programs to address IEP gaps.
- Develop Inuit cultural competency training programs for all supervisors.
- Continue to review existing job descriptions with a goal of reducing systemic barriers to Inuit representation.
- Provide Inuktitut speaking employees with the opportunity to take training programs in Inuktitut.

Priorities (2020-21)

- Establish new recruitment and retention programs to address IEP gaps.
- Establish Inuit cultural competency training programs for all supervisors.
- Continue to provide Inuktitut speaking employees with the opportunity to take training programs in Inuktitut.

Department of Environment

Business Plan

2018-2021

This page is purposely blank.

TABLE OF CONTENTS

CORE BUSINESS

Corporate Management	179
Wildlife Management	183
Environmental Protection	186
Fisheries and Sealing	190
Parks and Special Places	193
Financial Summary	197
Inuit Employment Plan	198

This page is purposely blank.

CORE BUSINESS

The Department of Environment has the lead responsibility in the Government of Nunavut (GN) for ensuring the protection, promotion and sustainable use of natural resources in Nunavut through the management of the environment, wildlife, fisheries and parks. The department 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, fisheries and sealing, environmental protection, as well as parks and special places. Careful management of our resources that depends on good quality land, water, and air will ensure healthy communities in Nunavut.

In order to achieve this, the Department of Environment is divided into five lines of business:

	Budget (\$000)			
	2017-18	2018-19	2019-20	2020-21
Corporate Management	5,880	5,880	5,880	5,880
Wildlife Management	12,151	12,151	12,151	12,151
Environmental Protection	3,862	3,862	3,862	3,862
Fisheries and Sealing	3,678	3,678	3,678	3,678
Parks and Special Places	2,171	2,171	2,171	2,171
TOTAL	27,742	27,742	27,742	27,742

All divisions are responsible for sector-specific program development and delivery as well as providing support for corporate management of the department.

Corporate Management

Corporate Management is carried out by the Directorate, the Policy, Planning and Legislation division, 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 Qaujimajatuqangit 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.
- Co-ordinate 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)	2017-18	2018-19	2019-20	2020-21
Directorate		845	845	845	845
The Directorate is responsible for overall management and direction of the Department of Environment.					
Policy, Planning and Legislation		1,169	1,169	1,169	1,169
Policy, Planning and Legislation oversees all corporate planning, legislation and policy development along with associated research, communications and public education.					
Corporate Services		2,548	2,548	2,548	2,548
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	1,318	1,318	1,318
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		5,880	5,880	5,880	5,880

Priorities (2017-18)

- Review departmental commitments for providing funding to third party agencies through grants and contributions in the context of ensuring on-going strategic use of our limited resources.
Status: The department undertook an extensive review of its funding programs. Some of these programs were revised to better align with departmental priorities and responsibilities with further revisions still under consideration.
- Undertake a review of departmental performance management and implement any needed changes.
Status: The department was able to conduct a review of its funding programs. Due to a number of key staff vacancies implementation is still pending.
- Transition the Energy Secretariat (PYs moved from the Department of Economic Development and Transportation) and Climate Change Section into the new Climate Change Secretariat.
Status: The Climate Change Secretariat financial and structural adjustments were completed.
- Work with the Government of Canada to establish the *Pan-Canadian Framework on Clean Growth and Climate Change*.
Status: The Climate Change Secretariat is working with the Department of Executive and Intergovernmental Affairs to ensure implementation and reporting of the Framework is occurring in a coordinated approach across the Government of Nunavut.
Ongoing Climate Change Secretariat implementation activities include:
 - *Supporting the Department of Finance on carbon pricing.*
 - *Participating in the development of the Northern Adaptation Strategy.*
 - *Continuing to assess permafrost thaw in Nunavut communities through the development of hazard maps.*
 - *Working with other departments and agencies to coordinate green infrastructure funding.*
 - *Exploring options for community energy planning in Nunavut.*
 - *Promoting energy saving initiatives both at work and at the home.*
- Expand the delivery of the *Climate Change Adaptation Training Course* to additional users beyond GN departments.
Status: The Climate Change Secretariat offered the Climate Change Adaptation Training Course to staff from the City of Iqaluit and Inuit Organizations in fiscal 2017-2018.

Priorities (2018-19)

- Establish strategic partnerships with Inuit organizations, the federal government, and the private sector to meet the needs of our communities.
- Work with the Government of Canada to implement Nunavut-specific priorities in the *Pan-Canadian Framework on Clean Growth and Climate Change*.

Department of Environment

- Evaluate past climate change programs for efficacy, develop recommendations for future programming, and identify GN-wide need for improved adaptation and mitigation policies.
- Expand community literacy in climate change adaptation, mitigation and energy through a series of awareness campaigns.
- Begin initial assessments and engagement on Community Energy Planning.
- Launch the Nunavut Online Hunter Education Course Nunavut-wide as part of a two-year pilot project.
- Publish series of pamphlets/books outlining harvesting skills and techniques specific to individual Nunavut species. This is an ongoing priority with this year's focus on publishing *Hunting Polar Bear in the Winter* and beginning work on a narwhal hunt book and video.
- Begin development of a Nunavut Trapper Education Program.

Priorities (2019-20)

- Identify options for programs and policies that support Nunavut's ability to respond to the impacts of climate change.
- Develop Community Energy Plans in communities across Nunavut.
- Support the Qulliq Energy Corporation in developing and funding renewable energy projects and collaborate on innovative ways to reduce Nunavut's reliance on diesel fuel.
- Collaborate with Education regarding the Harvester Education Program to determine the most effective methods of program delivery across the territory.
- Continue developing resources and modules for the Nunavut Trapper Education Program.

Priorities (2020-21)

- Begin the implementation of Community Energy Plans.
- Review the existing territorial Climate Change Strategy and assess needs for updating or replacing it.
- Investigate options for developing an Energy Efficiency Rebate Program for Nunavummiut.

Wildlife Management

Wildlife Management has a legislated mandate for the management of terrestrial wildlife species in Nunavut. In addition to the *Wildlife Act*, Wildlife Management is responsible for fulfilling GN responsibilities under a wide range of federal legislation and both national and international agreements and conventions. This includes on-going responsibility for the co-management of wildlife as obligated under the Nunavut Agreement.

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.
- Provide support and resources to co-management partners and harvesters.
- Ensure legislative and regulatory compliance through education and enforcement.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Wildlife Operations		6,401	6,401	6,401	6,401
Wildlife Operations coordinates all wildlife management functions. It covers the delivery of wildlife management responsibilities at the community level through a network of conservation officers to ensure wildlife laws and regulations are followed. This program also serves as the main link to communities on a variety of other programs relating to use of renewable resources.					
Wildlife Research		4,734	4,734	4,734	4,734
Wildlife Research includes scientific research, wildlife monitoring and the collection, and analysis of Inuit knowledge and Inuit Societal Values research. Development of management plans, regulations and conservation recommendations for consideration by the Nunavut Wildlife Management Board (NWMB) are achieved through extensive community and stakeholder consultations. Wildlife Research works with Hunters and Trappers Organizations (HTOs), Regional Wildlife Organizations (RWOs), Nunavut Wildlife Management Board (NWMB), 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.					
Community Harvesters Assistance Program (CHAP)		251	0	0	0
CHAP provides assistance to harvesters and recognized organizations which direct their efforts to enhancing the wise use of the harvestable resources of Nunavut. It supports the principles of renewable resource development. The department conducted an evaluation of its funding					

programs and re-profiled funding to better align programming with the department's conservation and wildlife research and monitoring priorities.

Hunters and Trappers Organizations 317 **438** 438 438

This program area involves provision of core operating funding to each of Nunavut's 25 community-based HTOs to allow them to play an active role, with the GN, in the local management of renewable resources.

Regional Wildlife Organizations 223 **223** 223 223

This program area involves provision of core operating funding to each of Nunavut's three RWOs.

Wildlife Community Support and Contributions

225 **355** 355 355

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, support for active harvesters, disaster compensation, wildlife damage prevention, and wildlife damage compensation.

Total, Wildlife Management **12,151** **12,151** **12,151** **12,151**

Priorities (2017-18)

- Complete the final year of the survey for the Gulf of Boothia polar bear populations to estimate distribution and abundance.
Status: The department completed the third and final year of survey, of the Gulf of Boothia polar bear population, in the spring of 2017. Data analysis is underway and a final report will be available in 2018-2019.
- Initiate a three-year survey of the Davis Strait polar bear subpopulation to estimate distribution and abundance.
Status: The department completed the first year of the Davis Strait polar bear survey in August-September 2017. The second year of the survey will occur in August 2018.
- Develop and finalize a management plan for the Dolphin and Union caribou subpopulation.
Status: The Department of Environment, in collaboration with Environment and Climate Change Canada, completed the management plan for Dolphin and Union caribou. The Nunavut Wildlife Management Board made a decision to accept the plan in September 2017 and the Minister accepted that decision.
- Submit to Nunavut Wildlife Management Board new total allowable harvest recommendation for Baffin Bay and Kane Basin polar bear populations based on survey results, community consultations and recommendations from the Canada/Greenland Joint Commission.

Status: The department completed community consultations in February 2018 and submitted Total Allowable Harvest and Harvest Ratio recommendations to the Nunavut Wildlife Management Board in winter 2018.

- Provide a new population estimate and total allowable harvest recommendation for the Western Hudson Bay and Southern Hudson Bay polar bear population to the Nunavut Wildlife Management Board based on survey results and community consultations.
Status: Environment submitted the new population estimate and Total Allowable Harvest recommendations for Western Hudson Bay polar bear to the Nunavut Wildlife Management Board in August 2017. The Nunavut Wildlife Management Board made a decision to increase the Total Allowable Harvest, which the Minister accepted. The department will submit Southern Hudson Bay polar bear survey results and harvest recommendations to the Nunavut Wildlife Management Board in December 2018.
- Finalize the Bathurst and Bluenose-East caribou management plan for the Kitikmeot Region in collaboration with our co-management partners.
Status: Staff have been working with communities and co-management partners to facilitate progress on the Integrated Community Management Plans. The goal is to have the plans completed in 2018-2019 once co-management partners have approved it.
- Finalize the Baffin Island Caribou Management Plan.
Status: Progress on the Baffin Island Caribou Management Plan has been slowed due to capacity issues. Development of the management plan will continue and is anticipated to be completed in 2019-2020.

Priorities (2018-19)

- Fulfil our obligations under the Nunavut Agreement.
- Respond to the needs of Nunavummiut in terms of food security as per Turaaqtavut priorities.
- Continue to survey the Davis Strait polar bear subpopulation to estimate distribution and abundance.
- Undertake a population survey of the western Kitikmeot caribou herds.
- Develop an electronic enforcement database and reporting system.
- Provide a new population estimate and Total Allowable Harvest recommendations for Southern Hudson Bay polar bear population to Nunavut Wildlife Management Board based on survey results and community consultations.
- Provide a new population estimate of the Gulf of Boothia and M'Clintock Channel polar bear sub-populations to Nunavut Wildlife Management Board.

Department of Environment

- Undertake a population estimate for the Beverly and Ahiak caribou herds.
- Complete a population survey on the Dolphin and Union caribou herd.
- Continue management of Baffin Island Caribou including harvest management and ongoing monitoring.

Priorities (2019-20)

- Provide a new population estimate of the Davis Strait polar bear population to Nunavut Wildlife Management Board.
- Initiate a survey of the Lancaster Sound polar bear sub-population to estimate distribution and abundance.
- Submit survey results for the Beverly and Ahiak caribou herds to Nunavut Wildlife Management Board.
- Finalize studies to determine grizzly bear population estimate and density in the Kivalliq region.
- Submit survey results for the Dolphin and Union caribou herd to Nunavut Wildlife Management Board.

Priorities (2020-21)

- Continue survey of the Lancaster Sound polar bear subpopulation to estimate distribution and abundance.
- Begin plans for a survey of the Foxe Basin polar bear subpopulation to estimate distribution and abundance.

Environmental Protection

The Environmental Protection Division is responsible for protecting the people, wildlife, and natural spaces of Nunavut. This is accomplished through the work of five sections: Environmental Protection Division is sub-divided into five sections: Enforcement, Compliance and Pollution Prevention, Environmental Assessment and Land Use Planning, Contaminated Sites, and Water.

The division enforces Nunavut's environmental acts and regulations, primarily the *Environmental Protection Act* as well as the development of environmental guidelines. The division is responsible for carrying out all territorial government responsibilities in relation to land use planning and for coordinating the department's participation in the environmental

assessment process. The division oversees waste management and diversion efforts as well as conducting environmental monitoring and investigation 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.
- 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.
- Provide air quality monitoring for the territory.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
----------	----------------	---------	---------	---------	---------

Environmental Operations		1,511	1,511	1,511	1,511
---------------------------------	--	-------	--------------	-------	-------

Environmental Operations is responsible for providing overall guidance and direction to the division; ensuring that divisional priorities are consistent with overall GN priorities; and maintaining the department’s environmental protection programs.

Enforcement, Compliance and

Pollution Prevention		512	512	512	512
-----------------------------	--	-----	------------	-----	-----

The primary function of this section is enforcement of the *Environmental Protection Act* and the attendant regulations. This entails environmental and air quality monitoring, inspections, investigations, spill response and enforcement action. Pollution Control is also responsible for developing and promoting pollution prevention activities, including environmental guideline development as well as providing direction to government, industry and the public on hazardous materials management, spills/emergency response and legislative compliance.

Environmental Assessment and Land Use Planning		339	339	339	339
---	--	-----	------------	-----	-----

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.

Contaminated Sites	1,500	1,500	1,500	1,500
---------------------------	-------	--------------	-------	-------

This section undertakes work relating to contaminated sites, including identification, assessment of environmental liabilities, and risk assessments associated with the Government of Nunavut liabilities.

Water	0	150	150	150
--------------	---	------------	-----	-----

This section supports building capacity and knowledge prior to the devolution of marine 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.

Total, Environmental Protection	3,862	3,862	3,862	3,862
--	--------------	--------------	--------------	--------------

Priorities (2017-18)

- Complete any outstanding work required to assign an accurate dollar figure to GN environmental liabilities, and explore options for moving forward.
Status: High-end estimates were completed – ongoing work will continue to narrow down high-end costs as well as updating the Contaminated Sites database.
- Develop a practical guide for managing large volumes of petroleum-hydrocarbon-contaminated materials at remote sites and communities.
Status: The department is working with Community and Government Services in the development of guidelines for the operation of land farms.
- Reassess priorities and continue with the ongoing development of environmental assessment and land use planning related guidelines for industry.
Status: Through submissions to Nunavut Planning Commission on the Draft Nunavut Land Use Plan, as well as through project specific Nunavut Impact Review Board submissions, the department has provided guidance and advice to industry.
- Coordinate within the department, as well as with the Department of Economic Development and Transportation, and Executive and Intergovernmental Affairs on a GN communication plan regarding caribou habitat and development, with a focus on caribou calving grounds.
Status: The division led the development of the GNs updated recommendations for caribou habitat, applicable to both land use planning, and environmental assessments. These consolidated GN recommendations have been communicated to the Nunavut Planning Commission, the Nunavut Impact Review Board, and other parties.
- Take a comprehensive and strategic approach to promoting sustainable economic development and environmental stewardship.
Status: Through internal structures the department works with all GN departments to ensure a coordinated and comprehensive approach to sustainable economic development. This is

supported through an interdepartmental committee and advisory groups on sustainable development.

- Collaborate with the Wildlife Division to develop a Wildlife Mitigation and Monitoring Plan template for proponents.
Status: Following internal consultation, the department produced two “Industry Best Practices Guides” detailing mitigation activities related to wildlife and other environmental values under the GNs jurisdiction. These guides are undergoing a detailed internal review prior to external release.
- Pending assent of the new *Waste Reduction and Diversion Act*, work towards creating an implementation plan and regulations for waste streams within the territory.
Status: The Waste Reduction and Diversion Act Was not passed during the last Legislative Assembly.
- Complete the Environmental Protection Strategic Plan to assist in the development of strong strategies and objectives for working as an intergovernmental team.
Status: The Strategic Plan for Environmental Protection is complete and will be updated annually.

Priorities (2018-19)

- Establish strategic partnerships with Inuit organizations, the federal government, and the private sector to meet the needs of our communities.
- Collaborate with GN departments and agencies to review and assess the department’s participation in the Nunavut Impact Review Board process over the last five years, under the existing Environmental Assessment Review Team structure.
- Work with Health Canada to report the Air Quality Health Index for all communities with air quality monitoring stations.
- Continue work required to determine and an accurate assessment of GN environmental liabilities, and explore any potential human health risks associated with the Nunavut sites.
- Enhance and develop new components of the anti-littering program.
- Update environmental guidelines for fuel tanks to raise public awareness around ways to reduce spills.

Priorities (2019-20)

- Develop a cumulative effects framework to track individual projects in relation to other developments in the territory focusing on such things as water quality, wildlife, and important habitats.
- Update the Environmental Protection Division Strategic Plan.

- Review and update environmental guidelines.

Priorities (2020-21)

- Work with industry sectors in Nunavut to develop spill reduction training for their employees.
- Review capacity needs for dealing with the implementation of the final Nunavut Land Use Plan by the Nunavut Planning Commission.

Fisheries and Sealing

The Fisheries and Sealing Division supports subsistence and commercial fisheries and the sealing and fur sectors in Nunavut, ensuring sustainable harvests and maximum benefits to Nunavummiut in close collaboration with Inuit, co-management partners and other stakeholders. A top priority for the division is the implementation of the *Nunavut Fisheries Strategy*.

Objectives

- Encourage and support viable, sustainable fishery, sealing, and fur sectors in cooperation with stakeholders in all regions of Nunavut.
- Promote a clear understanding of all three sectors through education and awareness.
- Represent Nunavut's sealing and fishery interests locally, regionally, nationally and internationally.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Division Operations		1,996	1,996	1,996	1,996
Commercial Fisheries Freight Subsidy		190	190	190	190

The Fisheries and Sealing Division operates a number of programs. It acts as an advocate for the industries within Nunavut, Canada, and internationally. It provides advice on business development and investment opportunities; supports human resource development for the fishing, sealing and fur harvesting sectors; and crews and operates Nunavut's two research vessels, the *RV Nuliajuk* and the *MV Papiruk*. It sustains and builds partnerships with Inuit organizations, federal departments, and other Nunavut interest groups to support research and development in fisheries, sealing and fur sectors.

This program is a freight subsidy provided to Nunavut-based fish processing plants and businesses on commercially caught fish products to offset the high costs of operating in the north.

Fisheries Development & Diversification Program

525 **525** 525 525

The Fisheries Diversification & Development Program provides financial assistance to Nunavut’s fishing industry. 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.

Seal and Fur Programs Policy

805 **805** 805 805

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 five program areas, Fur Assessment and Advance, Fall Incentive, Sealskin Purchasing, Dressed Sealskins for Nunavummiut, and Seal and Fur Contributions.

Nunavut Fisheries and Marine Training Consortium

150 **150** 150 150

The Nunavut Fisheries and Marine Training Consortium is a major long-term initiative that provides training opportunities for Nunavut Inuit under the Nunavut Agreement, interested in pursuing careers in the fishing industry.

Fur Institute

12 **12** 12 12

This program is a contribution made to the Fur Institute of Canada to support fur industry advocacy and implementation of the International Agreement on Humane Trapping Standards.

Total, Fisheries and Sealing

3,678 3,678 3,678 3,678

Priorities (2017-18)

- Implement recommendations from the review of the Commercial Fish Freight Subsidy Program and the Fisheries Development and Diversification Program.
Status: Implementation of recommendations are being considered in light of available budgets and priorities.
- Continue to deliver the Nunavut Community Aquatic Monitoring Program in at least one community to build community capacity for fisheries monitoring and data collection.
Status: A Nunavut Community Aquatic Monitoring Program was delivered in Pond Inlet in 2017-2018.
- Complete final three Nunavut Coastal Resource Inventories to continue to document essential baseline *Inuit Qaujimagajatuqangit* data for all Nunavut communities in support of fisheries development.
Status: Nunavut Coastal Resource Inventories were completed in Resolute Bay, Arviat and Whale Cove in 2017-2018.
- Initiate the development of an updated Nunavut Sealing Strategy.
Status: Terms of reference were prepared and the department is working on funding to move this initiative forward. This item is carried forward to 2018-2019 priorities.

Priorities (2018-19)

- Support the development of marine resources and fur resources for the long-term benefit of Nunavummiut.
- Complete the Nunavut Fisheries Implementation Plan and other action plans as identified in the 2016 Fisheries Strategy.
- Implement recommendations from the review of the Commercial Fish Freight Subsidy Program and the Fisheries Development and Diversification Program.
- Deliver the Nunavut Community Aquatic Monitoring Program in at least one community to build community capacity for fisheries monitoring and data collection.
- Complete the final Nunavut Coastal Resource Inventory to continue to document essential baseline Inuit Qaujimagatunqangit data for all Nunavut communities in support of fisheries development.
- Undertake an in-depth analysis of data collected through Nunavut Coastal Resource Inventories, review all project materials, and publish a compiled Nunavut-wide resource inventory via a publically accessible website
- Initiate the development of a Nunavut Seal and Fur Strategy.
- Initiate the development of a Nunavut Seafood Strategy (for the processing sector, including marketing and branding initiatives).

Priorities (2019-20)

- Deliver the Nunavut Community Aquatic Monitoring Program in at least one community to build community capacity for fisheries monitoring and data collection.
- Begin re-visiting communities with completed Nunavut Coastal Resource Inventories to conduct an updated survey to capture changes over time and more in-depth harvest data.
- Undertake a midterm review of the Nunavut Fisheries Strategy to assess the progress made on the specific action items and priority areas identified in the strategy.
- Update the Nunavut Fisheries Implementation Plan and other action plans as identified in the 2016 Fisheries Strategy.
- Begin planning for 2021 Fisheries Symposium.

Priorities (2020-2021)

- Update the Nunavut Fisheries Implementation Plan and other action plans as identified in the 2016 Fisheries Strategy.

- Host a 2021 Fisheries Symposium in Iqaluit where stakeholders will look at accomplishments of the Fisheries Strategy to date, the future of the strategy and its continued implementation.
- Deliver the Nunavut Community Aquatic Monitoring Program in at least one community to build community capacity for fisheries monitoring and data collection.
- Continue re-visiting community Nunavut Coastal Resource Inventories to capture changes over time and more in-depth harvest data.

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, through the *Umbrella Inuit Impact and Benefits Agreement for Territorial Parks in the Nunavut Settlement Area* and the Nunavut Agreement, are planned and managed jointly and are founded on sound and comprehensive resource information, Inuit Societal Values, local and scientific knowledge, and current technological and geospatial information.

Objectives

- Protect and conserve the integrity of Nunavut’s natural and cultural heritage, its biodiversity and its significant, unique and valued natural and cultural landscapes and resources.
- Engage the community in conservation and heritage appreciation. Nunavut’s Territorial Parks and Special Places engage residents and visitors, and foster pride, understanding, knowledge, and appreciation of the territory’s diverse and unique natural and cultural heritage.
- Enhance visitor experiences. Nunavut’s Territorial Parks and Special Places promote opportunities for appropriate, safe and accessible recreation and increased public enjoyment consistent with the protection of natural and cultural values; and are important destinations and attractions for Nunavummiut and visitors and provide direct and indirect economic benefit to communities.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Program Development		364	364	364	364
<p>Program Development is responsible for the development of a Park and Special Places program and system plan; legislation, regulations and policy development; communications and promotion using the ‘Katjaqnaaq’ brand; advising on park feasibility, planning and management; and coordinating divisional research needs. The line also contributes to conservation and sustainable land management through its roles in land use planning, development review, and community stewardship programs.</p>					
Operations and Planning		1,662	1,662	1,662	1,662
<p>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.</p>					
Geospatial Information and Land Tenure		145	145	145	145
<p>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; and manages and maintains of the department’s geospatial database; and provision of geographic information system products and services to the division, the department, other GN departments, and to external clients.</p>					
Total, Parks and Special Places		2,171	2,171	2,171	2,171

Priorities (2017-18)

- The department will continue to review and research options for updating Territorial Parks’ legislation. The department will consider proceeding with this legislative initiative in future years.
Status: The Inuit Impact and Benefits Agreement and Implementation Plan requires the GN to work through the Nunavut Joint Planning and Management Committee for Territorial Parks in the development of Territorial Parks’ policies or legislative revisions. In March 2017, a ten-year (2016-2026) Inuit Impact and Benefits Agreement Implementation Plan and Budget was agreed upon, stipulating the priorities for all existing and proposed Territorial Parks.
- Complete master plan and mineral assessment for proposed Arviat Park.
Status: The Arviat Community Joint Park Management Planning Committee is in the process of being established before proceeding. The Department hopes to have enough committee members before the calendar year end of 2018.
- Establish IIBA Co-Management Committees in Arviat, Iqaluit and Kimmirut.
Status: As per the Inuit Impact Benefits Agreement Implementation Plan, the Kimmirut and Cambridge Bay Community Joint Park Management and Planning Committee were

established and trained. The Iqaluit Community Joint Park Management and Planning Committee were established. The Department has issued a public call for interest for the members of the Arviat Community Joint Park Management and Planning Committee.

- Complete management plan for Kugluk/Bloody Falls Park.
Status: The Kugluk Territorial Park (Kugluktuk) and Ovayok Territorial Park (Cambridge Bay) Draft Master and Management Plans are now in the approval process, as per the Inuit Impact Benefits Agreement Implementation Plan.
- Complete master plan and mineral assessment for proposed Sanikiluaq Park.
Status: The Proposed Kinngaaluk Territorial Park (Sanikiluaq) Draft Master Plan is now in the approval process, as per the Inuit Impact Benefits Agreement Implementation Plan.

Priorities (2018-19)

- As required by the Inuit Impact Benefits Agreement, the department will implement the communication plan for the Draft Nunavut Parks Program that will serve as the basis for all future Territorial Parks' policies or legislative revisions.
- Complete the approval process for the completed Master and Management Plans for the Aggutinni, Kugluk, Kinngaaluk and Ovayok Territorial Parks, as required by the Inuit Impact Benefit Agreement.
- Establish and proceed with the training of the Community Joint Park Management and Planning Committee, for Rankin Inlet, Arviat and Grise Fiord Territorial Parks, as required by the Inuit Impact Benefit Agreement Implementation Plan.
- Develop the draft Master and Management Plans of existing Territorial Parks for Katannilik, Sylvia Grinnell/Qaummaarviit, Iqalugaarjuup Nunanga, Kekerten and Mallikjuaq Territorial Parks, as required by Inuit Impact Benefit Agreement Implementation Plan.
- Develop the draft Master Plan for the proposed Nuvuk Territorial Park (Arviat), as required by Inuit Impact Benefit Agreement Implementation Plan.
- Begin the development of Heritage Appreciation and Interpretive Plans, for Kugluk, Ovayok, Katannilik, Sylvia Grinnell/Qaummaarviit and Iqalugaarjuup Nunanga Territorial Parks as required by the Inuit Impact Benefits Agreement Implementation Plan.

Priorities (2019-20)

- Complete the approval process for the draft Nunavut Parks Program, as required by the IIBA.
- Commence revision of the Territorial Parks legislation, because of the Inuit Impact Benefit Agreement.
- Proceed with the implementation of the approved Park Master Plans for Aggutinni, Kugluk, Kinngaaluk and Ovayok Territorial Parks.

Department of Environment

- As required by the Inuit Impact Benefit Agreement Implementation Plan, complete the development and commence the approval process of the Master and Management Plans for Katannilik, Sylvia Grinnell/Qaummaarviit and Iqalugaarjuup Nunanga Territorial Parks.
- As required by the Inuit Impact Benefits Agreement Implementation Plan, commence the approval process of the Proposed Nuvuk Territorial Park (in Arviat) Draft Master Plan.
- Once the Park Master Plan has been approved, commence the development of the Management Plan for Aggutinni, Kinngaaluk and Nuvuk Territorial Parks, as required by the Inuit Impact Benefit Agreement Implementation Plan.
- Complete the development of the Master and Management Plans for Kekerten and Mallikjuaq Territorial Parks and the Master Plan for Proposed Napartulik Territorial Park (Axel Heiberg Island), as required by the Inuit Impact Benefit Agreement Implementation Plan.
- Complete or commence the development of Heritage Appreciation and Interpretive Plans for Katannilik, Sylvia Grinnell/Qaummaarviit Iqalugaarjuup Nunanga, Aggutinni, Kinngaaluk and Nuvuk Territorial Parks, as required by the Inuit Impact Benefit Agreement Implementation Plan.
- Provide group shelters for Katannilik Park and Aggutinni Park.

Priorities (2020-21)

- Complete the revision of the Territorial Parks legislation, because of the Inuit Impact Benefit Agreement.
- Proceed with the implementation of the approved Park Master Plans for Aggutinni, Kugluk, Kinngaaluk, Owayok, Katannilik, Sylvia Grinnell/Qaummaarviit, Iqalugaarjuup Nunanga and Nuvuk Territorial Parks.
- Complete the approval process of the Kekerten and Mallikjuaq Territorial Parks Draft Master and Management Plans and of the Proposed Napartulik Territorial Park (Axel Heiberg Island) Draft Master Plan, as required by the Inuit Impact Benefit Agreement.
- Commence the development of Heritage Appreciation and Interpretive Plans for Kekerten and Mallikjuaq Territorial Parks.

Financial Summary

Branch	2017 - 2018		2018 - 2019		2019 - 2020		2020 - 2021	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	4,482	32.0	4,482	32.0	4,482	32.0	4,482	32.0
Grants & Contributions	25		25		25		25	
Other O&M	1,373		1,373		1,373		1,373	
Subtotal	5,880		5,880		5,880		5,880	
Program Management								
Compensation & Benefits	12,043	106.5	12,043	107.5	12,043	107.5	12,043.0	107.5
Grants & Contributions	1,963		1,963		1,963		1,963.0	
Other O&M	7,856		7,856		7,856		7,856.0	
Subtotal	21,862		21,862		21,862		21,862.0	
Total	27,742	138.5	27,742	139.5	27,742	139.5	27,742	139.5

Inuit Employment Plan

Departmental Inuit Employment Targets				
Environment	As of Dec. 31, 2017		As of March 31, 2019	
	Capacity %		Capacity %	
Total Department Positions	138.5		139.5	
Total Filled Positions	91	66%	97	70%
Total Vacancies	47.5	34%	42.5	30%
Total Inuit	38	42%	44	45%
Total Executive Positions	2		2	
Total Filled Executive Positions	1	50%	2	100%
Total Vacant Executive Positions	1	50%	0	0%
Total Inuit in Executive Positions	0	0%	1	50%
Total Senior-Management Positions	7		7	
Total Filled Senior-Management Positions	4	57%	4	57%
Total Vacant Senior-Management Positions	3	43%	3	43%
Total Inuit in Senior-Management Positions	0	0%	0	0%
Total Middle-Management Positions	18		18	
Total Filled Middle-Management Positions	12	67%	11	61%
Total Vacant Middle-Management Positions	6	33%	7	39%
Total Inuit in Middle-Management Positions	3	25%	3	27%
Total Professional Positions	30		31	
Total Filled Professional Positions	16	53%	18	58%
Total Vacant Professional Positions	14	47%	13	42%
Total Inuit in Professional Positions	1	6%	2	11%
Total Paraprofessional Positions	69		69	
Total Filled Paraprofessional Positions	50	72%	53	77%
Total Vacant Paraprofessional Positions	19	28%	16	23%
Total Inuit in Paraprofessional Positions	28	56%	30	57%
Total Administrative Positions	12.5		12.5	
Total Filled Administrative Positions	8	64%	9	72%
Total Vacant Administrative Positions	4.5	36%	3.5	28%
Total Inuit in Administrative Positions	6	75%	8	89%

Capacity

As of March 31, 2018, the Department of Environment is operating at 66% capacity, with 47.5 positions vacant. The department is actively seeking ways to ensure positions are being filled as well as increasing Inuit employment within the department.

Inuit Employment Plan

March 31, 2018 Inuit Employment Target Positions – 5

- The Department of Environment has filled 40% of the target positions (2 out of 5) with Inuit.

Priorities (2017-18)

In 2017-18, the Department of Environment will be implementing a number of initiatives to work towards increasing our Inuit representation to at least 42% by March 31, 2018.

- The department will identify five positions in the regional offices and headquarters that will be filled by Inuit.
Status: The Department filled two out of five positions identified by Inuit employees before March 31, 2018. The two positions are Environmental Protection Officer in Kugluktuk and Wildlife Clerk in Kugluktuk.
- The department will continue to work with the GNs Sivuliqtiksat Program to access internships in its territorial parks management positions.
Status: One Inuk was hired into the Parks system and staff are working through the established hiring processes for a second individual. This priority is being carried over for 2018-2019.
- As a result of the Territorial Parks Umbrella Inuit Impact Benefit Agreement, the Parks and Special Places Division has a number of obligations relating to developing hiring criteria that gives special considerations to hiring Inuit for Parks-related positions and to providing training. These benefits are over and above other benefits already provided by the GN. All Parks job descriptions have been rewritten, reevaluated and include new language in keeping with the Inuit Impact Benefit Agreement. Hiring for all Parks positions also includes representation from the Regional Inuit Associations and/or NTI on selection panels. The department will continue to work with stakeholders in 2017-18 to staff positions created specifically for Territorial Parks to be filled with Inuit.
Status: The department has and will continue to work with all stakeholders, in particular NTI, to staff these positions.

Priorities (2018-19)

- The department will continue to work with the GNs Sivuliqtiksat Program to access internships in its territorial parks management positions.
- The department will identify six positions in the regional offices and headquarters that will be filled by Inuit.
- The department will continue to work with stakeholders in 2018-19 to staff positions created specifically for Territorial Parks to be filled with Inuit.

Priorities (2019-20)

- Continue to identify/creating and filling positions, through restricted competition for positions identified and created for Inuit only.
- Development and implementation of hiring criteria in territorial parks to prioritize Inuit as well as enhancing training for Inuit. This includes rewriting job descriptions with the presence of Regional Inuit Associations and/or NTI on selection panels.
- Increase 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.
- Increase outreach in middle and high schools to encourage interest in environmental stewardship and careers with the department.

Priorities (2020-21)

- Continue to identify/creating and filling positions, through restricted competition for positions identified and created for Inuit only.
- Advancing the department's outreach work by coordinating workshops in the communities, job fairs and schools career days in the Territory.
- Enhance specialist training programs in parks by strengthening cooperation with Nunavut Arctic College

**Department of
Community
and Government
Services**

**Business
Plan**

2018-2021

This page is purposely blank.

TABLE OF CONTENTS

CORE BUSINESS

Advisory and Administrative Services.....	201
Local Government Services	203
Information Management/ Information Technology.....	208
Infrastructure	211
Petroleum Products Division.....	215
Financial Summary.....	217
Inuit Employment Plan.....	218

This page is purposely blank.

CORE BUSINESS

The Department of Community and Government Services focuses on the following five core lines of business:

	Budget (\$000)			
	2017-18	2018-19	2019-20	2020-21
Advisory and Administrative Services	12,457	12,457	12,325	12,325
Local Government	25,360	24,134	24,134	24,134
Municipal Transfer Payments	60,999	61,550	61,550	61,550
Information Management/Information Technology	33,797	39,447	39,332	36,806
Infrastructure	108,686	114,012	113,066	113,020
Petroleum Products *	-	-	-	-
TOTAL	241,299	251,600	250,407	247,835

Advisory and Administrative Services

The Advisory and Administrative Services branch provides information and support to the Minister's office, policy & communications, human resource management, and finance and administration services for headquarters and regional operations. The branch also provides government-wide procurement services and corresponding logistics supports.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Deputy Minister's Office		751	751	751	751
Consists of the Deputy Minister's Office and special advisors. Provides senior support to the Minister's office.					
Policy and Planning		887	887	887	887
Provides policy and legislative support for the senior managers and Minister. As well, provides the communications function for the department and the Minister's office.					
Consumer Affairs		473	473	473	473
Provides consumer protection services, lottery and business licensing to residents across Nunavut.					

Department of Community and Government Services

Financial Services	4,504	4,504	4,504	4,504
Provides financial management advisory services, external and internal reporting, accounting and administrative services for the department.				
Human Resources	920	920	920	920
Provides human resources services for the department.				
Procurement, Contract Support, and Logistics Services	4,922	4,922	4,790	4,790
Provides centralized purchasing services for all government departments' goods, services and logistical requirements.				
Total, Advisory and Administrative Services	12,457	12,457	12,325	12,325

Priorities (2017-18)

- Distribution of consumer affairs public education material.
Status: The department has developed information sheets in all official languages, and posted to the departmental website.
- Research procurement methods used in other jurisdictions in efforts to ensure an efficient and effective procurement framework.
Status: Procurement has been in contact with other jurisdictions to gauge use of procurement methods and practices. As well, the department is participating at various Federal/Provincial/Territorial working groups to collaborate on best practices and synergies for national procurement efficiencies.
- Continue to strengthen services provided through a continual improvement process framework and corresponding training and support.
Status: Procurement made effective use of the GN Internship program to train one new procurement specialist. As well, five training sessions were held last fiscal year for GN staff.

Priorities (2018-19)

- Provide leadership and support to divisions to ensure that Turaaqtavut priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Lead in the development of initiatives to connect Nunavummiut to one another and the rest of Canada through strategic investment in telecommunications infrastructure.
- In collaboration with the Department of Finance, continue to work on improvements to the Government of Nunavut's capital planning process.
- Continue distribution of consumer affairs public education materials throughout Nunavut.

- Explore potential of additional procurement methods to ensure the most efficient use of resources within the existing procurement framework.
- Continue to strengthen services provided through a continual improvement process framework and corresponding training and support.

Priorities (2019-20)

- Continue to refresh and disseminate consumer affairs public education materials.
- Continue to explore additional procurement methods to ensure the most efficient use of resources with the existing procurement framework.
- Continue to strengthen services provided through a continual improvement process framework and corresponding training and support.

Priorities (2020-21)

- Continue to refresh and disseminate consumer affairs public education materials.
- Continue to explore additional procurement methods to ensure the most efficient use of resources with the existing procurement framework.
- Continue to strengthen services provided through a continual improvement process framework and corresponding training and support.

Local Government Services

The Divisions of Community Development and Community Support are responsible for developing community capacity through partnerships and training programs for elected officials and municipal staff. The divisions assist communities with program and service delivery by providing monitoring and evaluation services. Financial support is provided for specialized community support programs.

Community Planning and Lands is responsible for administering Commissioner's Land in accordance with the *Commissioner's Land Act* and the *Nunavut Land Claims Agreement*, providing and monitoring community planning activities and providing property assessment services for all lands within Nunavut. Community Planning and Lands also supports communities in developing community sustainability plans.

Sport and Recreation is responsible for the promotion, development and delivery of amateur sport, recreation and physical activity opportunities for Nunavummiut through its head office in Baker Lake and additional staff that are located in Kugluktuk and Iqaluit. Sport and Recreation's clients include territorial sport and recreation organizations, sport clubs, volunteer organizations and municipal corporations. The division also coordinates Nunavut's participation in multi-sport

games such as the Arctic Winter Games, Canada Winter and Summer Games, Western Canada Summer Games and the North American Indigenous Games.

The Emergency Management Office division is responsible for the provision of search and rescue operations and emergency preparedness.

Community Infrastructure supports community governments with capital planning and lifecycle management of municipal infrastructure. It works with the Nunavut Community Infrastructure Advisory Committee to identify community capital infrastructure plans and priorities and supports communities in developing and maintaining Integrated Community Sustainability Plans. The division is directly responsible for the implementation, management and reporting required under the Gas Tax Fund, the New Building Canada Fund and other Federal Infrastructure Programs.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
ADM, Local Government		416	416	416	416
The ADM, Local Government provides strategic direction over community and municipal support services, community infrastructure planning, sports and recreation and emergency services.					
Community Development		3,802	3,802	3,802	3,802
Develops and aids community development by fostering self-reliance, through initiatives that develop the capacity of communities to operate services.					
Community Support		1,972	1,972	1,972	1,972
The division is responsible for establishing and maintaining cooperative and collaborative partnerships with communities and internal and external stakeholders.					
Municipal Training Grant		170	170	170	170
Facilitates the development and delivery of municipal training initiatives in Nunavut.					
Community Development Fund		1,100	1,200	1,200	1,200
Supports community based capacity development in program management and delivery, self-monitoring and self-evaluation through training and development initiatives.					
Community Planning and Lands		4,079	4,101	4,101	4,101
Provides community planning, mapping, property assessments and land administration services. Supports communities in developing Community Sustainability Plans.					
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.					

Senior Citizen and Disabled Persons

Tax Relief 318 **318** 318 318

Provides tax relief in Iqaluit for senior citizens and disabled persons residing within the municipal tax authority.

**Nunavut Association
of Municipalities**

190 **190** 190 190

Financially assists the association representing Nunavut municipalities.

Nunavut Leader's Forum Funding 100 **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 45,601 **45,451** 45,451 45,451

Allocates core funding that assists community governments to deliver municipal programs and services.

**Water and Sewage
Funding 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 4,415 **5,568** 5,568 5,568

Ensures fair compensation to tax-based municipal governments for municipal services provided to the GN.

Community Transfer Initiative 452 - - -

Funds the transfer of responsibilities, functions and resources from various GN departments to municipalities. (Note: This program was transferred to Property and Asset Management.)

Mobile Equipment Block Funding 2,513 **2,513** 2,513 2,513

Provides annual core funding to assist communities in mobile equipment lifecycle planning, procurement and maintenance. This program provides communities with annual funding so that communities can determine the equipment required and maintained to a high standard.

**Sport and Recreation
Administration**

3,535 **2,137** 2,137 2,137

Sport and Recreation Administration provides overall direction and planning for the management and delivery of Sport Recreation and Physical Activity initiatives in Nunavut. The key program responsibilities include the development and facilitation of programs designed to promote and

develop opportunities in Sport, Recreation and Physical Activity for Nunavummiut at the community, regional, territorial, national and international level.

Sport and Recreation

Grants & Contributions 3,934 **3,934** 3,934 3,934

The grant and contribution program is designed to assist Sport and Recreation fund the delivery of programs that support sport related training and development. They also support programs such as technical development, sport development, sport events games funding, on-going community-based physical activity initiatives and sport and recreational activities and programs.

Emergency Management Office 2,626 **2,506** 2,506 2,506

Responsible for emergency preparedness plans and provides assistance to Nunavut communities in creating their own plans.

Search and Rescue 800 **920** 920 920

Serves to enhance community-based search and rescue (SAR) capability and preparedness across Nunavut. The program provides SAR Training to Search and Rescue Organizations (SARO) and assists with certain SARO Equipment and communication systems.

Community Infrastructure 1,388 **1,388** 1,388 1,388

Develops the departmental Five Year Capital Plan. Provides research, planning, administration and financial oversight for municipal infrastructure projects. Integrates community-identified priorities into the capital planning process. Supports the successful operation of the Nunavut Community Infrastructure Advisory Committee. Incorporates an evidence based, research informed approach into regulatory and planning processes. Administrates departmental and federally funded capital infrastructure projects.

Total, Local Government Services **86,359** **85,684** **85,684** **85,684**

Priorities (2017-18)

- Disseminate research findings among relevant regulators, stakeholders, and communities across Nunavut and Canada and develop evidence based options for ensuring federal water and wastewater regulations address Nunavut specific needs.

Status: The department has received and distributed for review among relevant regulators, stakeholders, and communities, its findings regarding the feasibility of evidence based options for appropriate water and wastewater regulations for Nunavut, and will continue to work with stakeholders to incorporate findings into the development of an overall water security strategy.

- Participate in efforts to improve the GN’s capital planning framework by researching options for better integrating community and government capital needs into the capital planning process.

Status: The department held a three-day workshop in spring 2017 with all Senior Hamlet Officials, and visited 25 communities as in summer 2017 to review infrastructure needs and the role of Integrated Sustainability Plans.

- Work with communities to address issues on land development and accessibility of land for residential and commercial buildings.

Status: The department's Planning and Lands Division worked with the municipalities in identifying land to accommodate future growth by ensuring community plans are current and lots are being surveyed.

- Work collaboratively with GN departments and the Nunavut Housing Corporation to implement the first year objectives in "The Blueprint for Action on Housing".

Status: The department, Nunavut Housing Corporation, and the Qulliq Energy Corporation have established a Development/Planning Working Group.

Priorities (2018-19)

- Initiate the development of a drinking water strategy framework.
- Work collaboratively with Municipalities to identify options to improve the integration of community infrastructure needs in the GN's capital planning framework.
- Initiate the development of a territorial framework on sport, recreation, and physical activity, which defines priorities, linkages, objectives, and responsibilities.
- Work collaboratively with GN departments to develop GN Departmental Emergency Preparedness Plans.
- Continue to work collaboratively with GN departments and the Nunavut Housing Corporation to implement the objectives in "The Blueprint for Action on Housing".

Priorities (2019-20)

- Continue the development of the drinking water strategy.
- Implement identified options for improving the integration of community infrastructure and related asset management needs in the GN's capital planning framework.
- Continue the development of a proposed territorial framework on sport, recreation, and physical activity and review with relevant stakeholders.
- Continue to work collaboratively with GN Departments to finalize development of updated comprehensive departmental Emergency Plans.
- Continue to work collaboratively with GN departments and the Nunavut Housing Corporation to implement the objectives in "The Blueprint for Action on Housing".

Priorities (2020-21)

- Continue the development of the drinking water strategy.

- Continue to work collaboratively with Municipalities, to ensure the infrastructure and related asset management measures taken to enhance capital planning capacity and related governance.
- Complete the proposed territorial framework on sport, recreation, and physical activity, in consultation with relevant stakeholders.
- Using the completed GN departmental emergency plans, the department will develop a Territorial Emergency Plan.
- Continue to work collaboratively with GN departments and the Nunavut Housing Corporation to implement the objectives in “The Blueprint for Action on Housing”.

Information Management/Information Technology

The Information Management/Information Technology (IM/IT) is responsible for government-wide information and communications technology.

The division provides Government of Nunavut departments with a centralized and shared source of planning, development, procurement, operations and support for the computer hardware and software application systems needed to collect, process, and retrieve information. IM/IT accomplishes this through a network of satellite communication systems, computer servers, applications software and user workstations, coordinated through a shared Helpdesk support system.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Telecommunications (Voice and Satellite)		13,194	15,900	15,900	13,194
Information Technology		19,695	22,400	22,285	22,465

Provides the Government of Nunavut with telephone communication services including installation, maintenance, support and administration of telephone, video conferencing services, including Telehealth, Community Services Network, and the Satellite Network that supports the Core Business Network of the GN.

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	25	25	25	25
----------------------	----	-----------	----	----

Supports student academic success in math and science and encourages students to pursue further academic studies leading to successful professional and technical careers in the knowledge based economy in Nunavut.

Informatics Cooperative

Training Program	240	240	240	240
-------------------------	-----	------------	-----	-----

To train beneficiaries, through a two-year co-op program, for informatics positions in efforts to improve Inuit representation in the GN Informatics workforce

Information Management	643	882	882	882
-------------------------------	-----	------------	-----	-----

Develops and implements policies, standards, procedures and guidelines on records management issues. Oversees, maintains and implements Administrative Records Classification System (ARCS) and Operational Records Classification systems (ORCS). Manages three record centers across Nunavut in Iqaluit, Rankin Inlet and Cambridge Bay.

Total, Information Management/ Information Technology	33,797	39,447	39,332	36,806
--	---------------	---------------	---------------	---------------

Priorities (2017-18)

- Continue implementation of strategic Information and Communications Technology (ICT) & Information Management (IM) infrastructure upgrades and their corresponding innovative solutions and related systems.
Status: Core Information Communication Technology backend infrastructure is installed in all non-decentralized communities. Front facing services are continuing to be deployed to meet client requirements with an expectation of completion by March 31, 2018. The migration from a physical environment to a virtual based infrastructure is nearly complete in Iqaluit.
- Commence the development of the GNs IT Disaster Recovery (DR) and Business Continuity Plans (BCP).
Status: The department is in the final stages of completing the current state of assessment that will be used as the foundation for the Disaster Recovery and Business Continuity Plans. Additionally, multiple options are being evaluated for a new primary and secondary data center.
- Continue to work on developing a broadband and telecommunications strategy, including funding agreements, collaboration models, and strategic partnerships to continue to evolve and update territorial connectivity.
Status: The department is working closely with NWTEL to maximize the territorial benefit that can be achieved in all 25 communities, with the upcoming launch of the new High-Throughput satellite from Telesat.

- Initiate a review to develop options for electronic archival of records.
Status: The department is currently reviewing all the information acts from across Canada to be used for the foundation of the Nunavut-specific information act along with reviewing the digitization standards that will meet Canadian regulatory and legal requirements.

Priorities (2018-19)

- Continue to roll out virtual desktop infrastructure with a focus on non-decentralized communities.
- Continue the development of the GN's Information Technology Disaster Recovery and Business Continuity Plans.
- Develop network architecture/designs pertaining to network connectivity upgrades that are required to support the migration to the new T19 satellite starting in fall 2018 and continuing into 2019.
- The department will continue to pursue the development of fibre optics for Nunavut, by continuing to seek the funding required to proceed with an undersea marine survey necessary to proceed with the construction of fibre optic cable.
- Begin the development of policies & procedures and related training materials to support a transition towards a digital archival solution for all electronic and physical records.
- Initiate the development of enterprise level policies and standards for the departmental use of cloud-based solutions.

Priorities (2019-20)

- Continue to roll out virtual desktop infrastructure to remaining communities as needed.
- Continue the development of the GN's Information Technology Disaster Recovery and Business Continuity Plans.
- Continue implementation/upgrades of the territorial network to support the migration to the T19 satellite.
- The department will continue to pursue the options to improve telecommunications for Nunavut, including Fibre & Low Earth Orbit technology.
- Begin the implementation and training of a territorial wide digital archival solution for all electronic and physical records.
- Implement enterprise level policies and standards for the departmental use of cloud-based solutions.

Priorities (2020-21)

- Continue implementation of strategic Information and Communications Technology & Information Management infrastructure upgrades and their corresponding innovative solutions and related systems.
- Continue the development of the GN's Information Technology Disaster Recovery and Business Continuity Plans.
- Continue to identify opportunities to enhance telecommunications through new funding agreements, strategic partnerships, and collaboration models.
- The department will continue to pursue the options to improve telecommunications for Nunavut, including Fibre & Low Earth Orbit technology.
- Complete the roll out of the digital archival solution for all electronic and physical records

Infrastructure

The Infrastructure Branch includes three Regional Infrastructure Offices, which are responsible for delivery of capital projects in the communities, as well as, facilities management of the existing GN portfolio of assets. Regional Infrastructure Offices are supported by the following HQ Infrastructure Divisions: Capital Projects Division, Asset Management Division, Technical Services Division, and Safety Services.

Capital Projects Division plays a key leadership role in 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 high value solutions to achieve high performance projects delivered on schedule and on budget.

Asset Management Division is responsible for the administration of the government's office and warehouse space requirements, as well as, delivery of facilities management services for all GN assets located in Iqaluit. The division provides support to Regional Infrastructure Offices in the delivery of facilities management services of GN assets located in the regional communities.

Technical Services Division provides engineering solutions for client departments in relation to both new capital projects and existing assets. The key strategic objectives are to provide technical oversight across the all five building disciplines – mechanical, electrical, structural, civil and architectural. The division provides technical building assessments, design reviews and construction inspections throughout the planning, design and construction phases. This division also provides technical assessments on existing building and oversees the energy management program.

Safety Services Division is responsible for the Chief Building Official's Office, the Office of the Fire Marshal, Chief Electrical Inspector's Office, Chief Elevator Inspector's Office and the Chief Boiler Inspector's Office. Each section provides oversight of their respective codes and standards to support safe buildings in Nunavut. The division provides plan reviews of new construction projects and inspection of facilities to ensure they comply with various building codes, fire safety and mechanical/electrical codes. Safety Services Division provide inspection services to the public and private sectors. The Fire Marshal's Office is responsible for the implementation of the Fire Prevention Strategy, support of local community fire stations, training of Nunavut firefighters, and support to fire stations for equipment (including fire trucks).

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
ADM, Infrastructure		384	384	384	384
The ADM, Infrastructure provides strategic direction over capital projects, technical services, fire protection services, building and boiler inspection services and property and asset management.					
Technical Services		1,805	1,805	1,805	1,805
Supports the capital planning process through the preparation of a project brief that describes cost estimates, scheduling, site selection and life cycle costs. Project Support also provides continuing support to regional project staff through the construction phase until completion.					
Building and Works Maintenance		33,875	34,327	34,645	34,645
Operates and maintains government leased and owned facilities on behalf of client departments for their program delivery operations, through general maintenance, emergency maintenance and minor works projects.					
Capital Projects		2,349	2,349	2,349	2,349
Develops the project management process manual, assists in the capital planning process and establishes ongoing training sessions to build greater capacity in the Project Management Unit.					
Regional Infrastructure Offices		5,671	5,671	5,671	5,671
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.					
Property Services		16,603	24,142	22,955	22,909
Manages GN office space, administers leases and is responsible for disposal of real property assets.					
Utilities Management		41,781	39,246	39,246	39,246
Administration of utilities for government facilities. Promotes conservation of non-renewable resources.					

Fire Marshal's Office	1,263	1,253	1,362	1,362
Provides inspections and enforcement of the applicable fire prevention requirements found in various acts and regulations.				
Fire Protection Strategy	1,795	1,795	1,795	1,795
Provides for implementation of the Nunavut Fire Protection Strategy.				
Inspection Services	3,160	3,040	2,854	2,854
Provides the private and public sectors with electrical, elevator, and boiler services, including plan reviews, on-site inspections, electrical and boiler code consultations and the enforcement of the relevant regulations and acts.				
Total, Infrastructure	108,686	114,012	113,066	113,020

Priorities (2017-18)

- Continue to explore alternative and innovative project delivery mechanisms.
Status: The department continues to use a traditional Design-Bid-Build delivery approach for major capital construction projects, as well as undertaking some alternate forms of project delivery.
- Implement an updated hazard risk assessment program in all communities.
Status: A hazard risk assessment has been done previously in all communities. This will also be considered for the next fiscal year.
- Work with the Department of Finance on refining the Government of Nunavut's capital planning process to identify long-term strategic priorities for infrastructure investment.
Status: The department and the Department of Finance have led a number of key strategic improvements to the GN capital planning process. Specifically, the process has been enhanced with a more comprehensive and transparent, prioritization model for ranking capital projects.
- Work collaboratively with GN Departments and the Nunavut Housing Corporation in meeting the first year goals of "The Blueprint for Action on Housing".
Status: The department, Nunavut Housing Corporation, and the Qulliq Energy Corporation have established a Development/Planning Working Group.

Priorities (2018-19)

- Continue to explore alternative and innovative project delivery mechanisms such as design-build, construction management, and partnership arrangements to deliver infrastructure projects on time, on budget, and to specification.
- In partnership with the Department of Finance, pursue continued strategic improvements to the GN Capital Planning Process.

- Continue to work collaboratively with GN departments and the Nunavut Housing Corporation in meeting the goals of “The Blueprint for Action on Housing”.
- Initiate a strategic review of the GN lifecycle renewal program for its portfolio of facilities to maximize funding and delivery of this important program.
- Implement the Nunavut Energy Management Initiative in Kivalliq, and initiate the planning for Kitikmeot and Baffin Regions.

Priorities (2019-20)

- Continue to explore alternative and innovative project delivery mechanisms such as design-build, construction management, and partnership arrangements to deliver infrastructure projects on time, on budget, and to specification.
- In partnership with the Department of Finance, pursue continued strategic improvements to the GN Capital Planning Process.
- Continue to work collaboratively with GN departments and the Nunavut Housing Corporation in meeting goals of “The Blueprint for Action on Housing”.
- Continue the strategic review of the GN lifecycle renewal program for its portfolio of facilities to maximize funding and delivery of this important program.
- Complete implementation of the Nunavut Energy Management Initiative in Kivalliq, and continue the planning for Kitikmeot and Baffin Regions.

Priorities (2020-21)

- Continue to explore alternative and innovative project delivery mechanisms such as design-build, construction management, and partnership arrangements to deliver infrastructure projects on time, on budget, and to specification.
- In partnership with the Department of Finance, pursue continued strategic improvements to the GN Capital Planning Process.
- Continue the strategic review of the GN lifecycle renewal program for its portfolio of facilities to maximize funding and delivery of this important program.
- Continue implementation of the Nunavut Energy Management Initiative for Kitikmeot and Baffin Regions.

Petroleum Products Division

Petroleum Products Division (PPD) manages the petroleum supply-chain in Nunavut. With three (3) regional offices, it oversees the purchase, transportation, storage and distribution of approximately 220 million litres of refined fuels in 25 communities from its headquarters in Rankin Inlet. The division is also responsible for business strategy, facility maintenance, resupply operations, sales processing and contractor performance management. PPD strives to conduct its operations in a manner that is safe, efficient and environmentally responsible.

The Nunavut Petroleum Products Revolving Fund provides working capital advances of \$200 million to finance the inventory, accounts receivable and operating expenses of the division. The prices for the Fund's petroleum products are approved by Government with the expectation that the Fund will achieve a break-even operation. The Petroleum Products Stabilization Fund provides a special account where the profits of the fund are credited and losses are charged.

Priorities (2017-18)

- Continue implementation, and training of staff and contractors, on the new Point of Sale Systems.

Status: The Point of Sale (POS) system has been installed at all petroleum retail selling points throughout Nunavut, with the exception of Iqaluit. Sales data is now been transmitted electronically from each community to PPD Headquarters in Rankin Inlet.

- Begin a review of current credit and collection process to identify opportunities for improvement.

Status: The department retained an outside consultant, and has prepared proposed changes to its policies, credit application forms, customer credit agreement(s) and standard operating procedures that, upon approval, will be implemented in 2018/19

Priorities (2018-19)

- Assess the feasibility of replacing or upgrading back-office accounting, reporting, and billing software.
- Conduct an organizational review to realign staff responsibilities with changing workflows due to new technologies.
- Develop a strategic plan for addressing maintenance of bulk fuel storage facilities to better respond to and reduce maintenance issues.

Priorities (2019-20)

- Initiate the development of a new information management system.
- Assess the feasibility of a fuel management and customer identification system using Radio Frequency Identification technology (RFID).

- Conduct an audit of distribution and refuelling operations to maintain compliance with changing standards and regulations.

Priorities (2020-21)

- Evaluate the information management process and relational workflows to ensure compliance and efficiency.
- Continue to identify opportunities to improve distribution operations and quality control measures.
- Assess opportunities to promote petroleum related trades education within Nunavut in order to build local capacity.

Financial Summary

Branch	2017 - 2018		2018 - 2019		2019 - 2020		2020-2021	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Advisory and Administrative Services								
Compensation & Benefits	8,180	67.0	8,300	70.0	8,173	68.0	8,173	68.0
Grants & Contributions	-		-		-		0	
Other O&M	4,277		4,157		4,152		4,152	
Subtotal	12,457		12,457		12,325		12,325	
Local Government Services								
Compensation & Benefits	11,147	87.0	11,147	88.0	11,147	88.0	11,147	88.0
Grants & Contributions	68,241		69,062		69,062		69,062	
Other O&M	6,971		5,475		5,475		5,475	
Subtotal	86,359		85,684		85,684		85,684	
Information Management/Information Technology								
Compensation & Benefits	9,690	79.0	9,929	81.0	9,929	81.0	9,929	81.0
Grants & Contributions	265		265		265		265	
Other O&M	23,842		29,253		29,138		26,612	
Subtotal	33,797		39,447		39,332		36,806	
Infrastructure								
Compensation & Benefits	19,372	156.0	22,575	183.0	22,508	182.0	22,508	182.0
Grants & Contributions	1,795		1,795		1,795		1,795	
Other O&M	87,519		89,642		88,763		88,717	
Subtotal	108,686		114,012		113,066		113,020	
Petroleum Products Division								
Compensation & Benefits	-	30.0	-	30.0	-	30.0	-	30.0
Grants & Contributions	-		-		-		-	
Other O&M	-		-		-		-	
Subtotal	-		-		-		-	
Total	241,299	419.0	251,600	452.0	250,407	449.0	247,835	449.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Community and Government Services	As of Dec. 31, 2017		As of March 31, 2019	
	Capacity %		Capacity %	
Total Department Positions	425		452	
Total Filled Positions	263	62%	300	66%
Total Vacancies	162	38%	152	34%
Total Inuit	113	43%	129	43%
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	0	0%	0	0%
Total Senior-Management Positions	20		20	
Total Filled Senior-Management Positions	18	90%	19	95%
Total Vacant Senior-Management Positions	2	10%	1	5%
Total Inuit in Senior-Management Positions	2	11%	2	11%
Total Middle-Management Positions	55		57	
Total Filled Middle-Management Positions	36	65%	46	81%
Total Vacant Middle-Management Positions	19	35%	11	19%
Total Inuit in Middle-Management Positions	9	25%	13	28%
Total Professional Positions	114		117	
Total Filled Professional Positions	62	54%	75	64%
Total Vacant Professional Positions	52	46%	42	36%
Total Inuit in Professional Positions	12	19%	14	19%
Total Paraprofessional Positions	172		198	
Total Filled Paraprofessional Positions	109	63%	113	57%
Total Vacant Paraprofessional Positions	63	37%	85	43%
Total Inuit in Paraprofessional Positions	60	55%	62	55%
Total Administrative Positions	61		56	
Total Filled Administrative Positions	35	57%	43	77%
Total Vacant Administrative Positions	26	43%	13	23%
Total Inuit in Administrative Positions	30	86%	38	88%

Capacity

In a department such as CGS, with so many varied areas of technical expertise, it is essential that the organization have a sufficient number of qualified people in the right place at the right time to achieve its objectives. A lack of capacity has a direct impact on an organization's ability to

deliver programs and services and perform certain tasks. This would be to the detriment of CGS's client departments and the public throughout Nunavut communities.

Inuit Employment Plans

Priorities 2017-18

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.

The following departmental initiatives will support CGS's implementation of our Inuit employment plan for 2017-18:

- Create individualized training plans for Inuit employees. CGS will initiate establishment of training and development plans where applicable by April 1st, 2017. Introductory meetings with Executive Management Committee members have already taken place in October 2016. *Status: The department has requested that Directors complete training and development plans for their staff. There is no current data collected on the number of training and development plans completed. CGS completed a demo phase with a cloud-based workflow tracking software program called Halogen that can track the completion of training and development plans. The department is currently looking at procurement of the software.*
- CGS will continue using Restricted Competitions for vacant positions where applicable. *Status: The department has used restricted competitions in situations where local candidates were used to fill the positions.*
- CGS will continue to submit applications for the Sivuliqtiksat internship program. As well, CGS is looking at creating its own departmental internships as a way of succession planning. *Status: The department has a successful internship graduate moving into an indeterminate position after successfully completing the program*
- CGS will encourage and support employees enrolled in the Hivuliqtikhanut Leadership Program. *Status: The departmental successfully participated the following programs: Emerging Leaders (EL) Series in June 2017, Senior Manager (SM) Series in February 2017 and the Supervisor Series (SUP2) from February 2017 to November 2017*

March 31, 2018 Inuit Employment Target Positions – 17

- The Department of Community and Government Services has filled 2% of the target positions (3out of 17) with Inuit.

Priorities 2018-19

- Continue creating and monitoring of Individualized Employment plans for Inuit Employees.
- Continue using Restricted Competitions for vacant positions where applicable.
- Continue applying for Sivuliqtiksat Interns and use as many of the Internships that EIA will support.
- Continue enrolling employees into the three streams of the Hivuliqtikhanut Leadership Development Program.
- CGS will actively market and publicize the availability of tuition support to Inuit students through the Technical Professional Studies Scholarship fund that helps Inuit youth in the fields of engineering, informatics, community planning, business studies, college programs of firefighting, training, prevention and land administration. This will position students well for entry-level professional jobs upon graduation.

Priorities 2019-20

- Continue creating and monitoring of Individualized Employment plans for Inuit Employees.
- Continue using Restricted Competitions for vacant positions where applicable.
- Continue applying for Sivuliqtiksat Interns and will use as many of the Internships that EIA will support.
- Continue enrolling employees into the three streams of the Hivuliqtikhanut Leadership Development Program.
- CGS will actively market and publicize the availability of tuition support to Inuit students through the Technical Professional Studies Scholarship fund that helps Inuit youth in the fields of engineering, informatics, community planning, business studies, college programs of firefighting, training, prevention and land administration. This will position students well for entry-level professional jobs upon graduation

Priorities 2020-21

- Develop a tracking process using software to know how many training and development plans are completed. Supervisors are accountable if it shows they are not completing this part of their responsibility.
- Develop an orientation and onboarding process so that Inuit and Non-Inuit employees feel welcome and can be productive at the beginning of their employment.

- Create an internal internship program within CGS to add more internship programs than are supported by the Sivuliqtiksat program at the Executive and Intergovernmental Affairs (EIA) department.
- Begin discussions about the creation of trade training opportunities for Inuit within Nunavut. There are many difficult to fill positions that require a trade certification or experience. The government as a whole will need to support initiatives to develop these training opportunities.
- Continue using the Sivuliqtiksat, Hivuliqtikhanut, Career Broadening and other programs offered by EIA.
- Create more junior level or trainee positions to provide opportunities to get into fields of work that require more training and experience.
- CGS will actively market and publicize the availability of tuition support to Inuit students through the Technical Professional Studies Scholarship fund that helps Inuit youth in the fields of engineering, informatics, community planning, business studies, college programs of firefighting, training, prevention and land administration. This will position students well for entry-level professional jobs upon graduation

This page is purposely blank.

**Department of
Economic Development
and Transportation**

**Business
Plan**

2018-2021

This page is purposely blank.

TABLE OF CONTENTS

CORE BUSINESS

Corporate Management	223
Tourism and Cultural Industries	231
Minerals and Petroleum Resources	235
Community Operations.....	240
Motor Vehicles.....	242
Nunavut Airports	244
Iqaluit International Airport.....	246
Financial Summary	249
Inuit Employment Plan	250

This page is purposely blank.

CORE BUSINESS

The department has a dual responsibility for providing support for economic development and building, maintaining, and operating key parts of Nunavut's transportation systems.

The department works closely with other departments, other levels of government, Inuit organizations and private sector partners to ensure goals are met. The department is committed to sustainably developing Nunavut's economy and working to ensure obligations are met under the Nunavut Agreement.

	Budget (\$000)			
	2017-18	2018-19	2019-20	2020-21
Corporate Management	21,282	18,665	18,665	18,665
Tourism and Cultural Industries	7,667	7,745	7,835	7,784
Minerals and Petroleum Resources	2,967	4,075	4,375	4,375
Community Operations	11,117	11,180	11,180	11,180
Motor Vehicles	2,124	3,652	3,354	3,354
Nunavut Airports	15,704	16,786	16,811	16,026
Iqaluit International Airport	10,634	24,479	24,479	24,479
TOTAL	71,495	86,582	86,699	85,863

Corporate Management

Corporate Management provides central leadership and direction to the department. This program area monitors progress in the department on key government priorities, including implementation of the government mandate *Turaaqtavut*, Inuit societal values and the Inuit Employment Plan. Corporate Management provides:

- Information and support to the Minister's office;
- Policy and planning support on economic development and transportation matters;
- Internal and external communications;
- Financial and human resource management; and,
- Accounting and administrative services for headquarters and community operations.

Corporate Management also includes the NNI Secretariat, the Responsible Development section and the Strategic Development section. It also administers funding agreements with the Nunavut Development Corporation and Nunavut Business Credit Corporation.

Objectives

- To advise government on strategies to support sustainable development in Nunavut, job creation and providing support for the *Turaaqtavut* mandate.

- To develop and maintain key pieces of transportation infrastructure to facilitate the efficient movement of goods and services throughout the Territory.
- To harmonize departmental strategies, programs and projects with Government of Nunavut-wide strategies and objectives.
- To support the Government of Nunavut in implementing its *Nunavut Agreement* obligations related to economic development including Nunavummi Nangminiqaqtunik Ikajuuti and Nunavut General Monitoring.
- 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 work with the federal government to advance projects to improve roads, airports and marine infrastructure.
- To ensure a culturally appropriate and respectful workplace for staff by providing quality training and development opportunities and maintaining open communications across the department.
- To provide sound fiscal management to the department, including the delivery of contribution programs that are fully accountable and produce measurable results.
- To coordinate GN participation in resource development, planning activities and initiatives to improve the regulatory system for land management.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Directorate		1,583	1,619	1,619	1,619
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>Turaaqtavut</i> , Inuit societal values and other Government of Nunavut strategies.					
Finance and Administration		2,461	2,627	2,627	2,627
The Finance and Administration division oversees financial planning, training and development, administrative management, financial management and human resource management for the department.					
Policy, Planning and Communications		1,016	1,052	1,052	1,052
Policy, Planning, and Communications division undertakes policy development and provides planning, support, advice, and effective internal and external communications for the department.					

Transportation Policy and Planning 945 **753** 753 753

This program area develops and implements long and short-term plans and strategies for Nunavut's transportation infrastructure, and oversees implementation of the Nunavut Transportation Strategy.

Community Transportation

Initiatives 4,000 **1,500** 1,500 1,500

The Community Transportation Initiatives program supports communities to develop local transportation facilities and infrastructure to connect communities to each other, natural resource development opportunities and traditional livelihood activities.

Nunavummi Nangminiqagtunik Ikajuuti

(NNI) Secretariat 684 **762** 762 762

The *NNI* Secretariat is responsible for the facilitation, coordination and implementation of the *NNI Regulations* and is the chief advocate for these regulations in the Government of Nunavut. The *NNI Regulations* are mandated by Article 24 of the *Nunavut Agreement*, 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.

Strategic Development 477 **384** 384 384

Strategic Development provides input and strategic direction for the department's interests in the operations of the Nunavut Economic Developers Association, the Nunavut Economic Forum, the Nunavut Development Corporation and the Nunavut Business Credit Corporation, as well as broadband development. It also administers the Strategic Investments Program and supports Community Operations with review of regional proposals.

Strategic Investments Program 3,432 **3,432** 3,432 3,432

The Strategic Investments Program supports the implementation of the economic development priorities identified in *Turaaqtavut* and the *Nunavut Economic Development Strategy*. The program contributes to business development and job creation and supports economic development projects sponsored by municipalities and non-governmental organizations.

Responsible Development 425 **277** 277 277

The Responsible Development section is responsible for coordinating the GN's participation in processes mandated by the *Nunavut Agreement* for environmental assessment, land use planning and general monitoring. The section of the department acts as an effective liaison between the Institutions of Public Governments, Inuit Organizations, GN and federal departments and stakeholders in resource development planning and regulatory activities.

Nunavut Economic

Developers Association 225 **225** 225 225

The Nunavut Economic Developers Association provides organizational support, information, and advice to the Community Economic Development Officers in each of Nunavut's municipalities. The Nunavut Economic Developers Association also coordinates training and certification for Community Economic Development Officers.

Community Economic Development

Officer Training	50	50	50	50
-------------------------	----	-----------	----	----

The Community Economic Development Officer Training program ensures municipal community economic development officers can acquire the appropriate skills they need to identify and support economic growth opportunities in their communities. The program, administered by Nunavut Economic Developers Association, provides support for regional training workshops and for the delivery of training courses in communities.

Country Food Distribution	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.

Nunavut Economic Forum	50	50	50	50
-------------------------------	----	-----------	----	----

The Nunavut Economic Forum is jointly supported with Nunavut Tunngavik Inc.; it serves to coordinate the implementation and renewal of the *Nunavut Economic Development Strategy*.

Nunavut Broadband Development

Program	300	300	300	300
----------------	-----	------------	-----	-----

The Nunavut Broadband Development program supports research, advocacy and innovation in Nunavut's information and communications technology infrastructure.

Nunavut Development Corporation	3,358	3,358	3,358	3,358
--	-------	--------------	-------	-------

The Nunavut Development Corporation is a territorial corporation mandated to create employment and income opportunities and stimulate the growth of business. The Corporation manages a Venture Investment Fund that places equity investments in Nunavut businesses in core economic sectors such as fisheries and tourism. The Corporation also owns eight subsidiary companies in Nunavut's arts and crafts, commercial fishing and food processing sectors. NDC also provides an Inuit art marketing service supporting the promotion of Inuit art both domestically and abroad.

Nunavut Business Credit

Corporation	700	700	700	700
--------------------	-----	------------	-----	-----

The Nunavut Business Credit Corporation is a territorial corporation that supports and promotes economic growth, development and employment in Nunavut through a combination of accessible financing and micro-financing support for higher risk Nunavut businesses. Included in this financing are term loans, loan guarantees and contract security bonding to enterprises that cannot obtain the necessary financing from other traditional financial institutions.

Total, Corporate Management	21,282	18,665	18,665	18,665
------------------------------------	---------------	---------------	---------------	---------------

Priorities (2017-18)

- Study the GN's strategic approach for reviewing Nunavut's ongoing responsible development projects to ensure impacts and benefits are balanced.
Status: The GN's Environmental Assessment Review Team participated in major reviews for the Back River Gold Project, Whale Tail Gold Project, and Hope Bay Gold Project.
- Continue to increase opportunity to strategically promote GN priorities through the environmental assessment process, by engaging early and ongoing communications with proponents, Inuit Organizations, and communities.
Status: The Environmental Assessment Review Team worked with consultants to develop a Stakeholder Engagement Procedures Guide. The guide allowed management staff to carry out engagement activities in relation to major reviews so that the GN's contributions to the environmental assessment process accurately reflected the concerns of Nunavummiut.
- Review the GN's Environmental Assessment responsibilities.
Status: The review of the GN's environmental assessment responsibilities was completed. The department has concluded that the GN will play a singular role in any environmental assessment process and will address issues with project plans through internal processes.
- Continue working with partners and stakeholders on the Strategic Environmental Assessment to address petroleum exploration and development in Baffin Bay and Davis Strait.
Status: The GN has been an active member of the Nunavut Impact Review Board-led working group on the Strategic Environmental Assessment. Departmental staff attended two tours in the ten identified communities affected by the Assessment - the first in the spring and the second in the fall of 2017. The final scope of activities has been released.
- Initiate a multi-year public awareness campaign to ensure vendors understand the new NNI Policy, and receive training in applying the policy in bid and proposal submissions to GN contracting opportunities.
Status: Implementation of the new NNI Implementation Act and Regulations started April 1, 2017 with the launch of community-based workshops, departmental workshops, and the development of a plain language guide for the new regulations. This guide will be released early in 2018-2019.
- Continue with community workshops, public presentations on the new NNI Policy with the goal of covering all communities.
Status: Community workshops were conducted in Cape Dorset, Pond Inlet, Rankin Inlet, Arviat, Baker Lake, Cambridge Bay, and Iqaluit.
- Undertake random monitoring and audits of GN-contracted projects to ensure proper implementation of the new NNI Policy throughout the contract.
Status: The NNI Secretariat monitored and analyzed three projects for NNI compliance throughout the contract.
- Work with NTI to ensure the NNI Policy is being implemented in accordance with the

Policy's Article 24 objectives.

Status: *The NNI Secretariat continues to work collaboratively with NTI to ensure proper implementation of the NNI Implementation Act and Regulations through the NNI Review Committee.*

- Manage one-time Community Transportation Initiatives Program increase.
Status: *Completed. The contribution agreements were issued for the full \$4 million allotment.*
- Monitor and evaluate progress of the Taloyoak air terminal building construction phase.
Status: *The Taloyoak air terminal building was completed on time and within budget and has led to an increase in efficiency of air transportation in the community.*
- Monitor and evaluate the progress of the Kivalliq Regional Visitors Center construction phase.
Status: *The Kivalliq Regional Visitors Center is approaching completion with an expected opening in the summer of 2018.*
- Observe and evaluate progress on Department of National Defence funded improvements to the Arctic Bay to Nanisivik road.
Status: *The project contract was awarded and is expected to be completed in the fall of 2018.*
- Identify funding opportunities available through the New Building Canada Fund and the Airport Capital Assistance Program
Status: *Proposals were submitted for projects under the New Building Canada Fund, the Airport Capital Assistance Program, and National Trade Corridors Fund programs.*
- Complete planning work for remediation and removal of decommissioned airport buildings in Qikiqtarjuaq, Coral Harbour, Nanisivik, Sanikiluaq, and Resolute Bay.
Status: *Planning is complete in all communities and capital funding has been secured for Sanikiluaq.*
- Work collaboratively with GN departments and the Nunavut Housing Corporation to implement the first year objectives in “The Blueprint for Action on Housing”.
Status: *The department has had discussions with stakeholders about support for housing programs. The department worked with the Royal Bank of Canada and the Nunavut Development Corporation to identify potential community banking initiatives.*
- Develop a work plan to guide the feasibility assessment of using business support programs to encourage growth of Nunavut-based contractors in housing-related trades.
Status: *The department's assessment of business support programs is underway; however, no specific strategies have been developed. Specific strategies will be finalized in 2018-2019.*

Priorities (2018-19)

- Provide leadership and support to divisions to ensure that *Turaaqtavut* priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Prepare for and host the 2018 Energy Mines and Ministers' Conference.
- Update the Nunavut Economic Development Strategy based on prior community consultations and the *Turaaqtavut* mandate.
- Continue working with partners and stakeholders on the Strategic Environmental Assessment in Baffin Bay and Davis Strait.
- Update the policies associated with the Strategic Investment Program to streamline disbursements under this program.
- Oversee policies and funding programs related to Mine Training to respond to industry and other partner requests to streamline available funds and examine the option of a Nunavut-wide mine training organization.
- Assess infrastructure funding to maximize opportunities for Nunavut transportation infrastructure under various Government of Canada funding initiatives.
- Examine the Community Transportation Initiatives Program and identify ways the program may better serve communities.
- Continue to work with Transport Canada to bring National Trade Corridor Fund applications to fruition, to connect Nunavummiut to one another and to the rest of Canada.
- Collaborate with the private sector and other stakeholders to find ways to increase employment and training opportunities in Nunavut.
- Build on the signing of a Memorandum of Understanding with Agnico-Eagle Mines and pursue similar MOUs with other active mining companies.
- Identify and pursue funding opportunities available under the Oceans Protection Program, and work collaboratively with Nunavut Tunngavik Inc. and Regional Inuit Organizations on shared priorities.
- Implement outstanding remediation plans required for the disposal of old airport facilities.
- Work with GN departments, agencies and other stakeholders to explore ways to diversify and improve economic opportunities to encourage community self-reliance and provide local employment through traditional industries, arts and culture, small businesses, mining, fisheries, and other sectors.

Department of Economic Development and Transportation

- Collaborate with other GN departments and industry to develop strategies aimed at lowering the cost of air transportation in Nunavut.
- Develop operational plans for marine developments in Iqaluit and Pond Inlet, upon completion of construction.
- Continue with community workshops on the NNI in Kugluktuk, Coral Harbour, Naujaat, Clyde River, and Arctic Bay.
- Conduct audits on major projects to monitor NNI compliance.
- The NNI Secretariat will work with GN departments and agencies to explore opportunities to proactively provide skills and trades training in communities to maximize local employment opportunities associated with future projects.
- Release plain language summary of NNI regulations.
- Work collaboratively with GN departments and the Nunavut Housing Corporation to implement objectives in *The Blueprint for Action on Housing*.
- Update the 20 year infrastructure needs assessment for Nunavut airports.
- Working with the Nunavut Business Credit Corporation, review the *Nunavut Business Credit Corporation Act* to identify potential updates.
- Continue to monitor activities to promote and support the use of harvesting skills and community-based solutions to enhance access to nutritious food throughout the territory.
- Promote and support fisheries development to allow the communities to take advantage of the economic opportunities and job training.

Priorities (2019-20)

- Implement the updated Nunavut Economic Development Strategy.
- Continue working with partners and stakeholders on the Strategic Environmental Assessment to address petroleum exploration and development in Baffin Bay and Davis Strait.
- Study the GN's strategic approach for reviewing Nunavut's ongoing responsible development projects to ensure impacts and benefits are balanced.
- Implement findings from infrastructure funding assessment to ensure mandate is met.
- Implement program changes to the Community Transportation Initiatives Program.
- Implement MOU agreements with mining companies.

- Continue to pursue funding opportunities available under the Oceans Protection Program.
- Implement program changes identified through review conducted in 2018-2019 to diversify and improve economic opportunities that encourage community self-reliance.
- Working with other departments and industry, finalize and implement strategies aimed at lowering the cost of air transportation in Nunavut.
- Facilitate the development of a Nunavut position on the Oil and Gas moratorium in conjunction with other departments, Inuit Organizations and other territorial governments.
- Monitor and evaluate the progress of the Iqaluit and Pond Inlet marine infrastructure projects.
- Continue to work collaboratively with GN departments and the Nunavut Housing Corporation to implement the objectives in *The Blueprint for Action on Housing*.
- Continue to monitor activities to promote and support the use of harvesting skills and community-based solutions to enhance access to nutritious food throughout the territory.

Priorities (2020-2021)

- Monitor changes in federal infrastructure programs and determine applicable projects for infrastructure priorities.
- Continue to work with communities and mining companies to ensure ongoing investment in Nunavut mineral projects.
- Manage Iqaluit and Pond Inlet marine infrastructure project to ensure safe and efficient operations.
- Promote and support fishery development to open economic opportunities and job training in the communities.

Tourism and Cultural Industries

The Tourism and Cultural Industries division works with Nunavummiut to develop strong and sustainable tourism and cultural sectors throughout Nunavut. The division administers funding programs as well as information and advice to businesses, community organizations, non-governmental organizations and sector associations in order to help create community-based sustainable economic development opportunities.

Objectives

- To guide tourism development through continued collaboration between government and stakeholders.

Department of Economic Development and Transportation

- To develop and coordinate initiatives and programs to support Nunavut's cultural industries.
- To provide quality advice and support on tourism and cultural industries.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Division Operations		3,428	3,506	3,596	3,545
The Tourism and Cultural Industries division employs staff dedicated to the tourism sector and cultural industries, works with non-governmental organizations and sector associations, and manages the development, implementation and review of the Government of Nunavut's cultural industries and tourism development strategies.					
Nunavut Arts and Crafts Association		550	550	550	550
The Nunavut Arts and Crafts Association provides support for training, marketing, promotion, product development, materials and tool supply, and serves as the principal support and information source for the arts and crafts sector.					
Nunavut Film, Television, and New Media Program		1,361	1,361	1,361	1,361
The Nunavut Film, Television and New Media program supports the growth and development of Nunavut's film, television and new media industry. Funding allows for the operation of a film office to promote Nunavut as a destination for film production and to develop opportunities for Nunavummiut to work in film, television and new media, and for the provision of financial support for film, television and new media productions.					
Nunavut Tourism		1,000	1,000	1,000	1,000
This program supports the development of the tourism industry in Nunavut through support for Nunavut's tourism industry association and member-driven tourism initiatives.					
Community Tourism and Cultural Industries Program		933	1,328	1,328	1,328
The program strengthens community infrastructure and readiness for the tourism industry, and enhances economic development in the full range of creative sectors. Program change followed CTCI Policy change in May, 2017.					
Arts Development Program		395	-	-	-
The Arts Development program supports the development of all art forms in Nunavut through the implementation of <i>Sanaugait: A Strategy for Growth in Nunavut's Arts and Crafts Sector</i> and the successor Cultural Industries strategy. <i>Note: This program was combined into the Community Tourism and Cultural Industries Program.</i>					
Total, Tourism and Cultural Industries		7,667	7,745	7,835	7,784

Priorities (2017-18)

- Continue to develop a new Cultural Industries Strategy to replace the arts and craft strategy, *Sanaugait*. The new strategy will encompass all art forms.
Status: An all-art summit took place with industry and stakeholders to address the opportunities and challenges associated with cultural industries. The draft Cultural Industries Strategy will be updated to reflect the Turaaqtavut mandate priorities.
- Undertake targeted initiatives to market and leverage all art sectors including music, film, video performance, as well as the visual arts, across Canada and internationally.
Status: The department secured increases in core funding for the film industry, performing arts festival and arts and crafts. These include the Imago Mundi project, and the Arts Summit in Norway.
- Develop standards and employment recognition for artists in Nunavut.
Status: The development of standards and employment recognition for artists in Nunavut will be addressed in the updated draft Cultural Industries Strategy.
- Monitor the delivery of new economic development initiatives that build on and add value to the arts and tourism, to create local employment opportunities in Nunavut.
Status: A number of accomplishments were made in the year including: targeted training in the cruise industry that led to direct employment, pilot projects on community readiness for tourism were undertaken in Cambridge Bay and Pond Inlet, Community Tourism and Cultural Industries program injected \$1.3 million in tourism and cultural industries, and a mentorship program for outfitters was undertaken.
- Continue multi-year phased-in implementation process for the *Tourism Act* and regulations, including an awareness campaign.
Status: Marine Tourism regulations have been prepared and the department is implementing the Marine Tourism Management Plan.
- Develop a curriculum of targeted training and certification in the tourism sector.
Status: The department had initial discussions with Nunavut Arctic College on curriculum development; however, the curriculum material was not completed.

Priorities (2018-19)

- Continue multi-year phased-in implementation process for the *Tourism Act* and regulations, including an awareness campaign.
- Provide support and opportunities to diversify local businesses and provide Inuit employment opportunities in the traditional economy that will serve tourism and cultural sectors.
- Implement Article 4 of the IIBA for territorial parks through to the year 2026.
- Develop standardized training for local businesses to enable them to market their services.

- Streamline the territory's tourism permitting process across multiple territorial stakeholders.
- Working with stakeholders, hold a Tourism Summit to inform the development of a Tourism Strategy.
- Develop a new Cultural Industry Strategy that will undertake targeted initiatives to market and leverage all art sectors.
- Establish the *CruiseNunavut* website as the key territorial resource and contact point for marine tourism industry operators and communities, to facilitate discussions between the industry and communities and help communities maximize benefits of cruise ship visits.
- Update the *Outfitter Regulations* and *Tourist Establishment Regulations* under the *Tourism Act*.
- Undertake targeted initiatives to market the territory's tourism sector through Destination Nunavut.

Priorities (2019-20)

- Continue multi-year phased-in implementation process for the Tourism Act and regulations, including an awareness campaign.
- Provide support and opportunities to diversify local businesses and provide Inuit employment opportunities in traditional economy that will serve tourism and cultural sectors.
- Implement Article 4 of the IIBA for territorial parks.
- Develop and implement a new multi-stakeholder Tourism Strategy for Nunavut.
- Implement the Cultural Industry Strategy.
- Develop and deploy a marketing campaign for the 20th Anniversary of Nunavut.
- Introduce and maintain the *CruiseNunavut* website as a key resource for marine tourism operators and communities.
- Implement a new tourism permitting system.
- Review programs to ensure they support *Turaaqtavut* priorities.
- Develop and table the first annual report for the tourism sector, as required by the Travel and Tourism Act.
- Pursue collaborative partnerships with industry in order to grow leisure-based tourism and cruise tourism.

- Develop community plans for all communities to allow artists and cultural industries to grow income by leveraging tourism growth.

Priorities (2020-21)

- Provide support and opportunities for diversifying local businesses and provide Inuit employment opportunities in the traditional economy that will serve tourism and cultural sectors.
- Implement Article 4 of the IIBA for territorial parks.
- Continue to implement priorities in the Tourism Strategy for Nunavut.
- Implement the Cultural Industry Strategy.
- Undertake targeted initiatives to market the territory's tourism sector through Destination Nunavut.
- Update and maintain the *CruiseNunavut* website based on stakeholder feedback.
- Develop a model to increase Nunavut artists' sales.
- Continue to pursue collaborative partnerships with industry in order to grow leisure based tourism and cruise tourism.
- Develop community plans for artists and cultural industries to grow income by leveraging tourism growth.

Minerals and Petroleum Resources

The Minerals and Petroleum Resources division is responsible for encouraging and supporting the development of sustainable mining and petroleum industries in Nunavut. This support includes the development of geoscience information infrastructure, financial and technical support for prospectors, the enhancement of public confidence, investor confidence and liaison with key players including industry, local service sectors and potential workforce participants. The division also promotes Nunavut as a sound place to invest.

Objectives

- To implement *Parnautit*, 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.
- To educate and increase awareness to gain public confidence in the regulatory, environmental and socioeconomic assessment process.
- To develop mining and petroleum industries in Nunavut through the provision of

support for prospectors, promotion of the industry to current and potential investors, and to potential industry participants in the local service sectors and workforce.

- To assist in the acquisition of new geoscience information, and ensure both new and existing data are readily available, in support of mineral exploration and development in Nunavut.
- To perform strategic analyses of issues and conditions required to allow for resource development.
- To support the environmental assessment of proposed mineral development projects and the socio-economic monitoring of approved projects.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
----------	----------------	---------	---------	---------	---------

Division Operations		1,788	2,221	2,296	2,296
----------------------------	--	-------	--------------	-------	-------

The Minerals and Petroleum Resources division oversees program delivery, and the implementation of *Parnautit*, Nunavut's mineral exploration and mining strategy. It promotes investment in Nunavut's mineral and petroleum resources that brings the maximum benefit to Nunavummiut, while building awareness of resource issues locally and across Nunavut. The division also participates as an intervener in the environmental assessment of resource development projects.

Nunavut Prospector's Program		150	150	150	150
-------------------------------------	--	-----	------------	-----	-----

Established under the Nunavut Prospector's Program policy, this program provides contributions to Nunavut residents holding a valid prospecting licence who require financial assistance to carry out prospecting activities. Training in the form of the Introduction to Prospecting Course is delivered each year in various communities across Nunavut.

Community Engagement Support		0	675	900	900
-------------------------------------	--	---	------------	-----	-----

The Community Engagement Support Program is intended to position Nunavummiut to understand developing projects more thoroughly and to create a means for communities to derive significant direct benefits from mineral exploration.

Socio-Economic

Monitoring Committees		259	259	259	259
------------------------------	--	-----	------------	-----	-----

Created with respect to Article 12, Part 7 of the Nunavut Land Claim Agreement, there is a Socio-Economic Monitoring Committee (SEMC) for each region in Nunavut. The SEMCs' primary objectives are to assist proponents in developing and evaluating project specific monitoring programs and to bring that information into a regional context through annual general meetings and subsequent annual reports. Members of the SEMCs typically include territorial and federal governments, Regional Inuit Associations, hamlet representatives, proponents, and other relevant stakeholders on an as needed basis.

Science Education Enabling Program		70	70	70	70
---	--	----	-----------	----	----

This program supports activities that encourage students to pursue careers in science, technology and engineering fields.

Nunavut Geoscience Program 450 **450** 450 450

This program supports a partnership between the Geological Survey of Canada, Crown-Indigenous Relations and Northern Affairs Canada, Nunavut Tunngavik Inc. and the Government of Nunavut: the Canada-Nunavut Geoscience Office (CNGO).

The CNGO's mandate is to provide Nunavut with accessible geoscience information and expertise to support responsible resource exploration and development, responsible infrastructure development, geoscience capacity building, geoscience education and training and geoscience awareness and outreach.

Nunavut Mine Training Program 200 **200** 200 200

The Nunavut Mine Training Program supports and facilitates partnerships that provide training to Nunavut residents to allow them to participate fully in opportunities related to mineral exploration and mining.

Nunavut Mining Symposium 50 **50** 50 50

This annual contribution to the Nunavut Mining Symposium Society provides core funding to allow the society to host the annual Nunavut Mining Symposium.

Total, Minerals and Petroleum Resources **2,967** **4,075** **4,375** **4,375**

Priorities (2017-18)

- Carry out an advanced prospector's field school for longer-term subscribers to the Nunavut Prospector's Program, possibly in conjunction with industry.
Status: This was not completed; however, additional support will be provided to individual prospectors in 2018-19.
- Support formal negotiations on a devolution agreement with Canada.
Status: The division continues to work with Executive and Intergovernmental Affairs in supporting devolution.
- Promote an investment climate and regulatory regime that will attract responsible resource developers, including by developing guidelines to clarify expectations during socio-economic impact assessments, developing positions on transportation routes and on oil and gas development.
Status: The department is working on a number of initiatives, including the Strategic Environmental Assessment for Oil and Gas Development in Baffin Bay and Davis Strait. The department participates in the Land Use Planning process to ensure the final Nunavut Land Use Plan strikes an acceptable balance between conservation and development.
- Develop a 'Socio-Economic Impact Assessment Guide' to assist the GN's Environmental Assessment Review Team in assessing the potential impacts and benefits of major resource developments on the Territory.
Status: The Socio-Economic Impact Guide was completed and being utilized by the Environmental Assessment Review Team.

- Develop a ‘Community Engagement Guide for Major Resource Developments’ to assist the GN’s Environmental Assessment Review Team in conducting more effective and consistent outreach with communities during Nunavut’s environmental assessment review process.
Status: The Community Engagement Guide was developed and being used as a tool in the environmental assessment review process.
- Investigate new program options to support Nunavut’s mineral exploration and mining industry.
Status: A new Community Engagement Support Program has been developed as a funded program area under this division.
- Support data collection and coordinate GN department’s contributions to the Regional Socio-Economic Monitoring Committees. Identify possible monitoring initiatives and/or funding opportunities for monitoring initiatives.
Status: The department continues to work closely with other GN departments that take part in Socio-Economic Monitoring Committees. The environmental assessment group continues to collaborate with departments on GN responses to major development project proposals.
- Increase pro-active 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 socioeconomic assessment process. Deliver coordinated messaging through the Socio-economic Assessment Committee on the need for, and benefits of, private investment in housing by potential industry partners.
Status: This will continue to be a priority and will be complimented by the Community Engagement Support Program.

Priorities (2018-19)

- Explore opportunities during the construction of mines to connect Nunavummiut to one another and to the rest of Canada through transportation corridors or telecommunications infrastructure.
- Review projects belonging to individual local prospectors for potential advancement. Support to prospectors could include property visits with the prospectors in conjunction with industry to encourage local employment and long-term benefits.
- Update the Socio-Economic Monitoring Committee terms of reference and the regional monitoring reporting structure to better assess the impacts and local benefits of mining operations across the territory.
- Build on the success of the Agnico-Eagle MOU and explore similar arrangements with other active mining companies.
- Examine new program options to revitalize the mineral exploration sector and promote responsible, community-supported projects that benefit Nunavummiut, through the new Community Exploration Support Program.

- Support data collection and coordinate GN departments' contributions to the Regional Socio-Economic Monitoring Committees. Identify possible monitoring initiatives and/or funding opportunities for monitoring initiatives, and provide support through the regional Socio-Economic Monitoring Committees.
- Continue dialogue with communities affected or soon-to-be-affected by resource development to increase awareness of and gain public confidence in the regulatory, environmental and socioeconomic assessment process.
- The department will explore options to improve economic opportunities, encourage self-reliance and local employment through the mining sector.
- Continue to participate in the Strategic Environmental Assessment for Baffin Bay and Davis Strait during community consultations and provide support and information material.

Priorities (2019-20)

- Look for opportunities during the construction of mines to connect Nunavummiut to one another and to the rest of Canada through transportation corridors or telecommunications infrastructure.
- Review projects belonging to individual local prospectors for potential advancement.
- Increase 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 socioeconomic assessment process.
- The department will implement identified options to improve economic opportunities, encourage self-reliance and local employment through the mining sector.
- Promote a regulatory regime that will attract responsible resource developers that will provide long-term benefits to Nunavummiut, including developing guidelines to clarify expectations during socio-economic impact assessments, developing positions on transportation routes, and developing positions on oil and gas development.

Priorities (2020-21)

- Seek partnership opportunities during the construction of mines to connect Nunavummiut to one another and to the rest of Canada through transportation corridors and telecommunications infrastructure.
- Review local prospectors' promising projects for potential advancement. Support to prospectors could include property visits with the prospectors in conjunction with industry to encourage local employment and long-term benefits.
- Increase 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 socioeconomic assessment process. The department will also strive to improve economic opportunities, encourage self-reliance and local employment through the mining sector.

Community Operations

Community Operations divisions ensure that departmental programs are delivered and administered to meet the specific economic development needs of each region and their communities. Community Operations also oversee business development services and Regional Socio Economic Monitoring Committee activities. Offices for Community Operations are located in each of Nunavut's Qikiqtaaluk, Kivalliq, and Kitikmeot regions.

Objectives

- To serve as the department's eyes and ears in the regions and communities, ensuring that local and regional economic development needs are addressed through the delivery and administration of departmental programs and implementation of strategies.
- To facilitate development in each region by overseeing business development services.
- To identify and promote potential areas of growth in each region through economic development education, training and the provision of funding to businesses and other organizations.
- To ensure that communities affected by major development can address and monitor impacts as well as benefit from the arising economic opportunities.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Community Operations		4,231	4,294	4,294	4,294
Community Operations provides direction and administrative support for program delivery in each region, and provides direct support to regional organizations and community governments to foster community economic development.					
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.					
Regional Chambers of Commerce		295	295	295	295
Support is provided for regional organizations that foster business development in Nunavut through promotion, education, training and advocacy.					
Business Development Centres		1,050	1,050	1,050	1,050
Business Development Centres (or community futures organizations) in each region support the development and growth of small and medium businesses through technical and financial					

support to small business start-ups, promotion of sustained local economies, as well as proactive efforts to identify local opportunities for community development.

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 the creation and implementation of community economic development plans.

Visitor Centres Program 89 **89** 89 89

This program is designed to work in partnership with municipal governments and partner organizations to support the operations of established community and regional visitor centres.

Alianait 175 **175** 175 175

This program supports the Alianait Arts Festival, an established attraction, and other events and activities organized and delivered by the Alianait Entertainment Group. Alianait also supports a concert series as well as festivals and events in other Nunavut communities and activities that foster the development of emerging Nunavut musicians and performing artists.

Total, Community Operations **11,117** **11,180** **11,180** **11,180**

Priorities (2017-18)

- Review community economic development plans to ensure they reflect objectives contained in the new Nunavut Economic Development Strategy.
Status: Community Economic Development plans are reviewed annually. The department is working with partners to develop a strategy that aligns with the Turaaqtavut mandate. The strategy will be completed in spring 2018, at which point Community Economic Development plans will be reviewed. This priority will carry over to 2018-19.

- Monitor activities to promote and support the use of harvesting skills and community-based solutions to enhance access to nutritious food throughout the territory.
Status: Community Operations have promoted and supported the Country Food Distribution program which deliver important contributions to Nunavut communities. The program funded the construction of community freezers in Pond Inlet, Taloyoak, Whale Cove, Qikiqtarjuaq, and Arctic Bay in 2017-18. Note: The Country Food Distribution program was moved to Tourism and Cultural Industries.

- Collaborate with the Minerals and Petroleum Resources Division in the Socio-Economic Monitoring of development projects.
Status: All regions held Socio-Economic Monitoring meetings in collaboration with Minerals and Petroleum division, particularly for communities affected by mining projects.

Priorities (2018-19)

- Work with partners to develop a strategy to ensure that community economic development plans align with the Turaaqtavut mandate.
- Coordinate the implementation of renewed economic development contribution program policies and guidelines.
- Work with communities and local businesses through community visits and information meetings to provide information for departmental programs.
- Provide training for Community Economic Development Officers through workshops and hands on training.
- Encourage and support small business through program funding to comply with the *Inuit Language Protection Act*.

Priorities (2019-20)

- Collaborate with the Minerals and Petroleum Resources Division in the socio-economic monitoring of development projects.
- Assist in the review of the Small Business Support Program Policy.

Priorities (2020-21)

- Continue to monitor activities to promote and support the use of harvesting skills and community-based solutions to enhance access to nutritious food throughout the territory.
- Collaborate with the Minerals and Petroleum Resources Division in the socio-economic monitoring of development projects.

Motor Vehicles

The safety of passengers and pedestrians on our roads is the first priority of the Motor Vehicles division. Motor Vehicles provides services and programs to ensure established motor vehicle regulations and safety requirements are promoted to road users and enforced as required. The division administers all aspects of driver licensing and vehicle registrations and maintains statistics for accident reporting. The division also works to ensure that Motor Vehicles services are available throughout the Territory. The division delivers a basic vehicle inspection program and promotes road safety to ensure the safety of all road users.

Objectives

- To ensure that established Nunavut motor vehicle regulations and safety codes are up to date and enforced.

- To conduct driver testing, issue driver licences, vehicle registration, and General Identification Cards.
- To promote road safety awareness to reduce accidents and fatalities.
- To cooperate with provincial and territorial jurisdictions to ensure reciprocal recognition of Nunavut Drivers Licences as defined in the Canadian Drivers Licence Agreement.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Motor Vehicles		2,124	3,652	3,354	3,354
Ensure motor vehicle regulations and safety codes are enforced as required and as they apply to all drivers and motor vehicles operating in Nunavut.					
Total, Motor Vehicles		2,124	3,652	3,354	3,354

Priorities (2017-18)

- Initiate Commercial Vehicle Safety Alliance (CVSA) inspections for smaller communities in Nunavut.
Status: The department did not complete this initiative due to capacity issues. This priority will be carried over to 2018-19.
- Begin implementation of provisions contained in the renewed *Motor Vehicles Act*.
Status: Provisions under the Traffic Safety Act (previously referred to as the Motor Vehicles Act) regarding drivers licence examiners were brought into force in December of 2017. Other provisions will be addressed in the summer of 2018.
- Initiate online motor vehicle licence renewal and vehicle registrations processes.
Status: The department examined various online models and will initiate new online processes where feasible.

Priorities (2018-19)

- Implement changes to the *Traffic Safety Act* stemming from the legalization of cannabis.
- Instituting a public information campaign surrounding impaired driving, including cannabis.
- Complete the Motor Vehicles Information System project to ensure increased community capacity.
- Develop and implement programs to make Class 7 and Class 5 Driver's Licence examinations available in all Nunavut communities.
- Conduct a pilot project in Arviat and other interested communities to train local licence examiners and improve local service delivery.

- Increase the availability of examination and testing services for Class 3 and Class 1 licences across Nunavut.
- Examine alternative service delivery options for driver's licences and General Identification Cards across Nunavut.
- Develop an action plan for the implementation of regulations stemming from the updated *Traffic Safety Act*. Specifically, the department will consider instituting graduated licensing.
- Initiate online motor vehicle licence renewal and vehicle registration processes.
- Complete implementation of the updated Motor Vehicles Information System throughout Nunavut.

Priorities (2019-20)

- Continue public information campaign informing Nunavummiut of the *Traffic Safety Act* regulations.
- Examine and implement appropriate regulations stemming from the *Traffic Safety Act*.
- Increase Commercial Vehicle Safety Alliance inspections, including school buses throughout Nunavut.

Priorities (2020-21)

- Launch a public information campaign to inform the public of new regulations stemming from the *Traffic Safety Act*.
- Continue Commercial Vehicle Safety Alliance inspections throughout the territory.

Nunavut Airports

Nunavut Airports is responsible for the operation and maintenance of the 24 Arctic A, B and C Airports outside Iqaluit. The division ensures facilities are in regulatory compliance and that staff and equipment meet or exceed federal standards. This involves a close working relationship with Transport Canada, NAV Canada, and the community governments and contractors who provide services to operate and maintain community airports, as well as with 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.
- Provide for efficient movement of goods by ensuring adequate airport facilities for scheduled

air service to each community.

- Undertake facility planning, airport construction and rehabilitation projects, in compliance with the regulatory and design standards for airports as directed by federal statutes.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Nunavut Airports		15,674	16,756	16,781	15,996
This program area ensures safe and efficient airport services and facilities are available in all Nunavut communities.					
Northern Aviation Scholarships		30	30	30	30
This program provides scholarships to students from Nunavut who are pursuing full-time studies leading to a northern aviation career, including special consideration for NLCA beneficiaries pursuing studies leading to careers in airport operations and maintenance.					
Total, Nunavut Airports		15,704	16,786	16,811	16,026

Priorities (2017-18)

- Study the expansion of the Nunavut Airports Division, Commercial Development section in order to achieve a more successful business model, and enable the department to benefit from the resources that commercial leases and fees could provide.

Status: The department explored options regarding the expansion of the Nunavut Airports Division, Commercial Development section and decided against expanding this section.

- Review and if necessary adjust the structure of the division to ensure that it can fully comply with the Canadian Aviation Regulations in its delivery of a Safety Management System, including management and delivery of a Quality Assurance System.

Status: Following review of its program, the division has entered into a contract with an external service provider to assist in delivery of the Safety Management System, including a compliant Quality Assurance System.

- Implement an in-depth and thorough preventative maintenance software system to support extending the life of mobile assets and facilities.

Status: This initiative is delayed. The department plans to contract out electrical and mobile equipment services in the next fiscal year.

- Implement an active software system to enable direct reporting from the maintainer network to the new surface condition reporting system operated by NAV Canada.

Status: Implementation of this system is underway and will continue in 2018-19.

Priorities (2018-19)

- Engage Nunavut based companies to improve the reliability of airport infrastructure, including mobile equipment, airfield lighting systems and buildings operated under the Nunavut Airports program.

- Conduct a comprehensive review of commercial land and building space lease rates in effect at Nunavut airports.
- Complete Quality Assurance Audits of airport facilities and operations at airports in Pond Inlet, Resolute, Qikiqtarjuaq, Pangnirtung, Kugaaruk, Cambridge Bay, Kugluktuk, Baker Lake, and Whale Cove.
- Engage Transport Canada regarding potential airport rehabilitation projects through the (federal) Airports Capital Assistance Program.

Priorities (2019-20)

- Complete Quality Assurance Audits of airport facilities and operations in Arctic Bay, Grise Fiord, Kimmirut, Sanikiluaq, Gjoa Haven, Taloyoak, Chesterfield Inlet, Rankin Inlet, Nauyasat, and Coral Harbour.
- Undertake live testing of Emergency Response Plans at eight other airports in Nunavut.
- Develop territory-wide standards for airport facilities in Nunavut.
- Develop two major rehabilitation priorities for submission to Transport Canada Airports Capital Assistance Program.

Priorities (2020-21)

- Review delivery options for Safety Management Systems at all Nunavut Airports.
- Develop two major rehabilitation priorities for submission to Transport Canada Airports Capital Assistance Program.

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 Defence. As one of 26 airports included in Canada's National Airport System, the Iqaluit Airport is deemed to be of strategic importance to Canada.

Objectives

- To ensure safe, efficient and effective management and operation of the Iqaluit International Airport in accordance with the Aeronautics Act, the Canadian Aviation Regulations and the Canadian Aviation Security Regulations.
- To maintain designation as a National Airport System facility and international alternate use airport.

- Provide oversight of the private partner’s performance under the Iqaluit International Airport Improvement Project Agreement, and manage those responsibilities which remain with the department.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Iqaluit International Airport		10,634	24,479	24,479	24,479
This program area ensures the safe, reliable, efficient and effective operation of Iqaluit International Airport.					
Total, Iqaluit International Airport		10,634	24,479	24,479	24,479

Priorities (2017-18)

- Complete construction and commissioning of new and reconstructed airport facilities.
Status: The construction and commissioning was completed on time, and within the budget allocated for the project.
- Monitor the P3 Partner’s compliance with all provisions of the construction and operations plans for the Iqaluit airport, including Inuit employment and training provisions.
Status: The division continues to monitor the P3 Partners’ performance, including the closeout of a number of construction issues.
- Oversee commercial development of airport lands in accordance with the Commissioner’s Airport Lands Regulations.
Status: The division has entered into agreements for two hangar developments to ensure proper oversight.
- Issue Expression of Interest/Request for Proposals to repurpose disused Air Terminal Building.
Status: A facility assessment of the Air Terminal Building has been undertaken by Community and Government Services, and planning for repurposing is underway.
- Initiate construction of Sequenced Strobe Approach Lighting System.
Status: The project has completed environmental screening, but further consultation with marine carriers is required before permits can be issued and a submission to the Airports Capital Assistance Program can be finalized.

Priorities (2018-19)

- Monitor the P3 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.

- Initiate refurbishing of yellow Air Terminal Building.
- Complete consultations on the Sequenced Strobe Approach Lighting System and resubmit the project to Transport Canada's Airport Capital Assistance Program for funding consideration.

Priorities (2019-20)

- Monitor the P3 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.
- Refurbish the (yellow) Iqaluit Air Terminal Building.

Priorities (2020-21)

- Monitor the P3 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.

Financial Summary

Branch	2017 - 2018		2018 - 2019		2019 - 2020		2020 - 2021	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	6,346	50.0	6,229	50.0	6,229	50.0	6,229	50.0
Grants & Contributions	13,692		11,191		11,191		11,191	
Other O&M	1,245		1,245		1,245		1,245	
Subtotal	21,283		18,665		18,665		18,665	
Economic Development								
Compensation & Benefits	7,453	60.0	7,642	60.0	7,680	60.0	7,680	60.0
Grants & Contributions	12,044		12,720		12,945		12,945	
Other O&M	2,253		2,638		2,765		2,714	
Subtotal	21,750		23,000		23,390		23,339	
Transportation								
Compensation & Benefits	4,344	32.0	4,534	33.0	4,534	33.0	4,534	33.0
Grants & Contributions	30		30		30		30	
Other O&M	24,088		40,353		40,080		39,295	
Subtotal	28,462		44,917		44,644		43,859	
Total	71,495	142.0	86,582	143.0	86,699	143.0	85,863	143.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Economic Development and Transportation	As of Dec. 31, 2017		As of March 31, 2019	
	Capacity %		Capacity %	
Total Department Positions	142		143	
Total Filled Positions	101	71%	112	78%
Total Vacancies	41	29%	31	22%
Total Inuit	60	59%	66	59%
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	11		11	
Total Filled Senior-Management Positions	9	82%	10	91%
Total Vacant Senior-Management Positions	2	18%	1	9%
Total Inuit in Senior-Management Positions	4	44%	5	50%
Total Middle-Management Positions	29		29	
Total Filled Middle-Management Positions	21	72%	23	79%
Total Vacant Middle-Management Positions	8	28%	6	21%
Total Inuit in Middle-Management Positions	9	43%	11	48%
Total Professional Positions	37		38	
Total Filled Professional Positions	27	73%	28	74%
Total Vacant Professional Positions	10	27%	10	26%
Total Inuit in Professional Positions	16	59%	17	61%
Total Paraprofessional Positions	31		31	
Total Filled Paraprofessional Positions	20	65%	23	74%
Total Vacant Paraprofessional Positions	11	35%	8	26%
Total Inuit in Paraprofessional Positions	12	60%	14	61%
Total Administrative Positions	31		31	
Total Filled Administrative Positions	21	68%	25	81%
Total Vacant Administrative Positions	10	32%	6	19%
Total Inuit in Administrative Positions	18	86%	18	72%

Capacity

The Department of Economic Development and Transportation is highly decentralized, with 54% of all positions located outside Iqaluit. As of October 2017, capacity and Inuit employment were higher for the department's positions located outside the capital at 81% and 66% respectively, compared to 63% capacity and 46% Inuit employment for positions located in Iqaluit.

The department's vacancies are partially addressed through the use of casual and relief employees. As of October 2017 the department employed 28 casual and relief employees, 15 of whom were Inuit.

Inuit Employment Plan

Priorities (2017-18)

The department committed to pursuing the following priorities to support achievement of the March 31, 2018 target as well as long-term Inuit employment goals:

- Participation in Government of Nunavut-wide programs such as:
 - *Sivuliqtiksat* Internship Program. The department has set a target of two or three new interns in 2017-18;
Status: The department graduated one intern into a Middle Management position and has set up a new internship in a Senior Management position. The department continues to seek Sivuliqtiksat candidates and would have more in the program if there were space available.
 - Summer Students Employment Equity Program. In 2017 the department aimed to repeat or improve on the number of students hired in 2016 through the program.
Status: The department employed nine Inuit summer students in 2017 which was short of the goal. The department experienced low pick up in the regions and a lack of work space in Iqaluit.
 - *Hivuliqtikhanut* Program. The Department identified several and approached several Inuit to participate in this leadership development program in 2017-18.
Status: The department had four Inuit participate in the Hivuliqtikhanut Program throughout 2017-18, and continues to promote and encourage Inuit to enroll in the program.
- Expand the criteria of the Aviation Scholarship Program to include Inuit students pursuing studies related to aviation management, with a view to recruiting employees for the department's airports divisions.
Status: EDT did expand the criteria for eligible candidates under this program to include support for Inuit who would like to pursue studies to become a pilot, aircraft maintainer, flight attendant, and airline or airport operations.
- 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 most job competitions with fixed terms if there wasn't a suitable Inuit. This has allowed us to attempt to hire an Inuit again when the terms expire.
- Review our use of the Summer Student Employment Program and how it feeds into full time positions. Explore partnership opportunities with Nunavut Arctic College and the Financial

Assistance for Nunavut Students (FANS) program in identifying high potential Inuit students in relevant programs.

Status: The Department has not yet completed this initiative to date but plans to before the Summer Student program begins in 2018.

- Create a departmental Training and Development Committee tasked with assisting employees in pursuing professional and career development opportunities.

Status: EDT has created this committee, although several key members have left the department during the year.

- Pilot the EDT Training and Development Program across the department and explore opportunities to expand the program to Professional and Senior Management categories.

Status: As a result of several key members of the Training and Development Committee leaving the department, we were unable to launch a pilot.

- Explore the possibility of creating a training budget to fund training and development programs.

Status: Due to changes in key Senior Management positions this has not happened however it is still an initiative we wish to explore.

March 31, 2018 Inuit Employment Target Positions

The Department of Economic Development and Transportation has filled 36% of the number of positions targeted to be filled with Inuit (4, compared to a target of 11), which includes one *Sivuliqtiksats* graduate who took on a Middle Management position. Of the seven remaining positions targeted to be filled by Inuit, just two have been won by non-Inuit as the other competitions continue through the system.

Beyond the specifically targeted positions the Department hired an additional six Inuit into positions. This included:

- 1 Executive
- 1 Senior Management
- 2 Middle Management
- 1 Professional
- 1 Paraprofessional

Priorities (2018-19)

Achievable 2018-19 targets recognize that 40% of departmental positions are filled by non-Inuit on an indeterminate basis.

The department has identified 8 targeted positions and intends to fill them with Inuit by March 31, 2019. It is anticipated that they will be hired through competitions subject to the Priority Hiring Policy, through the measured use of restricted “Beneficiaries Only” competitions, and Direct Appointments

In addition, the department will:

- Continue actively participating in Government of Nunavut-wide programs such as:
 - *Sivuliqtiksatsat* Internship Program. The department has a target of one or two active interns on an ongoing basis;
 - Summer Students Employment Equity Program. In 2018 the department will aim to increase the engagement of Inuit summer students; and
 - *Hivuliqtikhanut* Program. The department will continue to encourage more enrollments in 2018-19 and beyond.
- Though the measured use of fixed-term job offers to non-Inuit, maximize the opportunities available for Inuit in the medium- to long-term.
- Re-establish a departmental Training and Development Committee with a representative level of Inuit tasked with assisting employees in pursuing professional and career development opportunities.
- Pilot the EDT Training and Development Program across the department and explore opportunities to expand the program to Professional and Senior Management categories.
- Explore the possibility of creating a training budget to fund training and development programs.
- Develop a presentation of Career Selection for students on the opportunities within the Department and general Nunavut professional work force.
- Develop succession plans for all Managers and above who are nearing retirement.

Priorities (2019-20)

- Exceed the Departmental goal of 60% representation by 2020.
- Deliver school presentations on the positions and opportunities within the Department and related sectors.
- Have the departmental Training and Development Committee identify 2 to 3 Inuit employees to pursue professional and career development opportunities using the EDT Training and Development Program which will enable them to move into higher positions.
- Have succession plans for all Managers and above who are nearing retirement.

Priorities (2020-21)

- Deliver school presentations on the positions and opportunities within the Department and related sectors.

Department of Economic Development and Transportation

- Have the departmental Training and Development Committee identify 2 to 3 Inuit employees to pursue professional and career development opportunities using the EDT Training and Development Program which will enable them to move into higher positions.
- Have succession plans for all Managers and above who are nearing retirement.

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

The following table is a snapshot of the public service as of December 31, 2017 by occupational category:

December 31, 2017	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	7	3	4	57%	1	25%
Senior Management	24	4	20	83%	3	15%
Middle Management	74	12	62	84%	16	26%
Professional	164	52	112	68%	46	41%
Paraprofessional	160	26	134	84%	58	43%
Administrative Support	131	22	109	83%	97	89%
TOTALS	560	118	441	79%	221	50%

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 table is a snapshot of the public service as of December 31, 2017 by corporation:

December 31, 2017	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Nunavut Arctic College	230	68	162	70%	92	57%
Nunavut Business Credit Corporation	6	1	5	83%	2	40%
Nunavut Development Corporation	5	0	5	100%	3	60%
Nunavut Housing Corporation	116	25	91	78%	32	35%
Qulliq Energy Corporation	202	24	178	88%	92	52%
TOTALS	560	118	441	79%	221	50%

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 *Turaaqtavut*. Progress will occur by creating and enhancing opportunities for Inuit employment by identifying and providing practical tools to hire Inuit in all departments and agencies.

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

Government Wide Plan

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

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

Carrying out these initiatives across the departments and agencies will result in the Government of Nunavut achieving enhanced Inuit employment by March 31, 2019. The following identifies the targets by occupational category:

March 31, 2019	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	8	0	8	100%	3	38%
Senior Management	28	1	27	96%	5	19%
Middle Management	74	7	67	91%	18	27%
Professional	170	34	136	80%	51	38%
Paraprofessional	162	27	135	84%	67	50%
Administrative Support	139	17	122	88%	114	93%
TOTALS	581	86	495	85%	258	52%

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, 2019 by corporation:

March 31, 2019	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Nunavut Arctic College	249	43	206	83%	119	58%
Nunavut Business Credit Corporation	6	1	5	83%	2	40%
Nunavut Development Corporation	5	0	5	100%	3	60%
Nunavut Housing Corporation	119	26	93	78%	34	37%
Qulliq Energy Corporation	202	16	186	92%	100	54%
TOTALS	581	86	495	85%	258	52%

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 agencies. The Policy was updated in 2011 to include priority treatment, which is now extended to all recruiting actions, including short-term assignments, transfers, and job competitions. As well, all positions created or filled will be analyzed on a graded scale for Inuktitut and Inuinnaqtun language requirements and Inuit traditional knowledge.

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/agency. This focus assists the Government of Nunavut in filling the gaps in the senior, middle, professional, and paraprofessional occupational categories. The Government of Nunavut supports 16 interns who after the internship period assume the target position. The location of the internship is based on the location of the target position. Orientation, mentoring, work exchanges, and individual learning plans are components of the program.

Trainee and Internships

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

Inuktitut as a First Language

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

Policy Foundations Program

The Policy Development Program 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 through a Policy Foundations program.

Amaqtaarniq Education 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.

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 Development Program

The Policy 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 through a Policy Foundations program. Deepen the knowledge, skills and competencies of GN policy professionals through a comprehensive Policy Training program. Policy Leadership program is developed to engage senior managers and executives through occasional seminars and workshops to discuss strategic policy topics. Accreditation towards a post-secondary program is currently being explored.

Hivuliqtikhanut Leadership Program

The Government of Nunavut introduced a new leadership development program to build and sustain leadership capacity. 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. Accreditation towards a post-secondary program is currently being explored.

Education Leave

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

Trainer's Allowance

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

Learning and Development Courses

Executive and Intergovernmental Affairs coordinates the general learning and development training courses that is available for all GN employees. These are general short courses and workshops (1-5 days) are designed to meet general training needs in such areas as computer literacy, financial management, supervisory skills, and human resources management. EIA collaborates with various service providers for program delivery by institutions that specialize in that subject matter.

Specialized Training Fund

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

Mentorship

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

Inuktitut as a Second Language

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

Learning Plans

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

Occupational Certificate Training Programs

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

assignments can be done up to a maximum of three years. They can be done competitively (encouraged) or non-competitively.

Orientation

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

Specific Corporations Initiatives

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

*Nunavut Housing
Corporation*

*Business Plan
2018-2021*

This page is purposely blank.

TABLE OF CONTENTS

- INTRODUCTION.....1**
 - Our Mission1
 - Our Vision1
- ENVIRONMENTAL SCAN2**
 - Delivery2
 - Supply3
- CORE BUSINESS.....5**
 - Advisory and Administrative Services.....5
 - Public Housing13
 - Staff Housing19
 - Homeownership.....22
- APPENDIX I. Financial Summary28**
- APPENDIX II. Inuit Employment Targets29**

This page is purposely blank.

INTRODUCTION

The Nunavut Housing Corporation (NHC) is a public agency of the Government of Nunavut (GN) created through the Nunavut Legislature by the *Nunavut Housing Corporation Act*. As such an agency, the NHC is at arm's-length from the GN, and its operating boundaries are set out in Part IX of the *Financial Administration Act*, the section specifically devoted to public agencies.

The NHC reports to the Legislative Assembly of Nunavut, Executive Council, and to Nunavummiut through its President, Board of Directors and the responsible Minister. This approach allows the Minister to maximize the effectiveness of the Corporation for the present and future benefits of Nunavummiut.

The advantages of being a Territorial Corporation include:

- The ability to enter independently into funding partnerships, principally with the Canada Mortgage and Housing Corporation, outside of the financial structure of the GN, this means that Nunavut's transfer payments from the federal government are not affected by the funding that the NHC receives.
- The ability to carry over funds from one year to the next, ensuring funds from all sources designated for housing initiatives remain dedicated to housing solutions.
- The stewardship of funds appropriated for capital and operating and maintenance, which gives the NHC full authority for the delivery of housing initiatives.
- The creation of an entity that is focused specifically on meeting housing challenges within Nunavut and providing housing solutions using a one-window approach.

Our Mission

To provide opportunities for all residents of Nunavut to have homes that support a healthy, secure, independent and dignified lifestyle through working with our communities to allow them to assume the role of providing housing to Nunavummiut.

Our Vision

To ensure families and individuals in Nunavut have access to a range of affordable housing options.

ENVIRONMENTAL SCAN

Delivery

Adequate, affordable and appropriate shelter is a key factor in achieving well-being, including the ability to participate and achieve success in economic activities. Housing is also an important economic sector that responds to new and ongoing infrastructure needs. It is a source of employment and a driver for the market for materials and services.

New construction by the private sector is usually responsive rather than proactive. The continued training of Nunavummiut in the construction fields is a cornerstone to economic well-being in the housing construction industry. Over time, as more Nunavummiut become skilled in these trades, the overall economic impact of the housing industry within Nunavut will increase.

There is an extremely limited private market in Nunavut: most landlords/developers only respond to tenders, or initiate new development, that in turn promises long-term government leases. The cost to transport materials, obtain developed land, and construct and operate dwellings, makes building on speculation unpalatable for most.

Nunavut's climate and geography also present unique challenges to the construction industry. The territory's 25 communities are remote, with no road or rail access. All construction materials must be transported by air or on the annual summer sealift. As a result, the cost of landed goods is substantially higher than elsewhere in Canada.

Adequate and secure storage facilities must be available to accommodate a 12-month supply of materials. As such, the NHC will continue to lobby for improved storage facilities and increased capacity for Local Housing Organizations to address these challenges.

The NHC relies on its community partners, the Local Housing Organizations, to provide maintenance and administration services on housing units. The NHC looks to these partners for valuable insight on community priorities and concerns. The NHC recognizes the value of enhancing the capacity of Local Housing Organizations, and will continue to make this a critical priority for 2018-2021. In 2018-2019, the NHC will be making specific efforts to strengthen its relationship with Local Housing Organizations.

2017-2018 was an important year for housing in Nunavut, as the GN began its first year of implementation of the Blueprint for Action on Housing. The Blueprint for Action on Housing is the action plan for the *GN Long-Term Comprehensive Housing and Homelessness Strategy*, and presents a whole-of-government approach to addressing Nunavut's housing challenges.

NHC developed the Blueprint for Action through a comprehensive interdepartmental engagement process that focused on collaboration and coordination. This level of interdepartmental coordination was as critical in the development of the Blueprint for Action, as it has been for its implementation. Just as a home does not stand alone, but rather fits into a neighborhood, a community, and the territory, the goal of improving housing links intricately with all priorities of the GN.

The first year of the Blueprint for Action's implementation saw significant progress and interdepartmental collaboration on a number of actions, and allowed the NHC to identify areas and actions that will require more attention going forward. The second year of implementation, 2018-2019, will see an evaluation of the progress made and a reassessment of priorities.

The accountability structure laid out in the Blueprint for Action calls for an Annual Report on the Status of Housing to be tabled in the Legislative Assembly each fall after initial implementation. The first Status of Housing report will be developed and tabled in 2018-2019. The report will allow members of the Legislative Assembly, and the public to track the government's collective progress in meeting the goals of the *GN Long-Term Comprehensive Housing and Homelessness Strategy*.

The Blueprint for Action on Housing is a significant step for the NHC and the GN, and completes the three-part *Igluliuqatigiilauqta – Let's Build a Home Together* initiative. In the spring of 2013, the NHC tabled the *GN Long-Term Comprehensive Housing and Homelessness Strategy* as part of *Igluliuqatigiilauqta*. The Strategy, which builds on the previously published Framework, highlights the need to increase Nunavut's housing stock, improve collaboration among stakeholders to better address housing barriers and identify gaps in Nunavut's housing continuum. In 2018-2019, it will be important for the NHC and all departments to work to ensure that the momentum of the Blueprint for Action continues.

The Blueprint for Action on Housing will help ensure that the NHC can meet the priorities as set out in *Turaaqtavut*, the mandate for the Government of Nunavut.

Through the Blueprint, the NHC will support the government's priority of responding to the needs of Nunavummiut for safe and affordable housing. By partnering with other departments to gain a better understanding of the need for a variety of housing options and supports, the NHC will ensure that housing investments are used effectively and efficiently.

Through the Blueprint for Action, the NHC will also support the *Turaaqtavut* priority of building local skills and trades training. Workforce development is a key priority of the Blueprint for Action, and it can have a significant impact on reducing the costs of housing and ensuring stability at Local Housing Organizations.

The NHC will support the *Turaaqtavut* priority of establishing strategic partnerships with Inuit Organizations and the federal government as it continues its work on the *National Housing Strategy* through 2018-2019, in preparation for funding implementation in 2019-2020. It is only through shared investment and collective responsibility that we can adequately address the complex issues related to housing.

Supply

The GN is the supplier of much of Nunavut's housing stock. As of March 31, 2017, the government, through the NHC, maintains 5,431 public housing units (of which 5,193 are NHC-owned and 238 are leased), 1,511 staff housing units (of which 407 are owned and 1,104 are leased) and holds mortgages for 153 homeowners. This represents a significant majority of Nunavut's total housing stock. The balance of Nunavut's housing stock includes privately

owned, federal/municipal staff accommodations, other private sector employers' staff accommodations, Nunavut Arctic College student housing and Income Support-funded units.

According to the 2010 Nunavut Housing Needs Survey, public housing accounts for 51% of Nunavut's housing stock and 97% of public housing tenants are Inuit. Due to the absence of private affordable rental housing and given the high costs of independent homeownership, public housing units are home to over half of Nunavummiut. Each Public Housing unit requires more than \$26,500 per year to operate and maintain.

In alignment with the goals and directions set out in the *GN Long-Term Comprehensive Housing Strategy*, the NHC has made changes to its homeownership programs. These changes are intended to improve access to the programs, ensure better application of the programs to those in need and encourage the homeownership market in the territory. The NHC is committed to further reviewing existing homeownership programs to assist people who are ready to gain the advantages of independence from the private rental market, as well as public and staff housing programs. Every new homeowner frees up a rental unit or reduces an existing home's occupancy level. Despite public and staff housing portfolios and homeownership programs, overcrowding continues to be an issue of critical concern in the territory.

Since May 2016, the NHC has been working with federal, provincial and territorial counterparts to develop the framework for the *National Housing Strategy*, and to ensure that Northern housing is a priority within the strategy. In November 2017, the federal government released its *National Housing Strategy*.

The *National Housing Strategy* brings with it new funding for housing construction, maintenance, and operations in the territory. Details of the funding will be developed through a bilateral agreement between NHC and the Canada Mortgage and Housing Corporation, to be signed in 2018-2019, and will include \$240 million over 10 years for new construction and major renovations, as well as over \$40 million to freeze the decline of public housing operations and maintenance funding from Canada Mortgage and Housing Corporation for nine years. These efforts by Canada Mortgage and Housing Corporation will have a significant positive impact on the ability of the GN to maintain the territory's critical public housing stock.

There is much research to indicate the links between health and housing conditions.

The *Indigenous Children's Health Report* (2009) cites overcrowding and poor housing conditions as contributing to the high rates of infant mortality amongst Inuit. Further, Inuit Tapiriit Kanatami (Fall 2014) reported that poor housing and overcrowding is responsible, in part, for the high rates of tuberculosis among Inuit.

In November 2015, Statistics Canada released a report that used 2006 Aboriginal Children's Survey data to determine that physical and psychosocial housing characteristics were associated with selected indicators of Inuit children's health.

Unsuitable and inadequate housing conditions also have a negative effect on an individual's mental health. A 2014 study of overcrowding and mental health (Riva, et al, 2014) demonstrated that household crowding is a source of chronic stress among the Inuit of Nunavik. A similar

study on Inuit adults in Greenland (Riva, Larsen, and Bjerregaard, 2014) found links between overcrowding and poor mental wellbeing.

Another project underway with the University of Laval, is examining the impact of new housing on the mental wellness of tenants in overcrowded conditions. The aim of the project is to measure how allocation of new units will improve the quality of life of tenants that had been subject to long periods of overcrowding. The NHC supports these types of projects, as they help build effective evidence-based cases that will justify greater investments in affordable housing in the Arctic.

National Household Survey data indicates that over 30% of households in Nunavut are overcrowded (Statistics Canada, 2011). In 2004, the *Ten-Year Inuit Housing Action Plan* estimated that 3,000 additional public housing units are required over a ten-year time span to alleviate current housing needs. In 2010, the Nunavut Housing Needs Survey reported that the estimated number of required additional units had climbed to 3,580 demonstrating the need for housing construction to keep pace with population growth.

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 Ownership¹. Status updates for the NHC priorities as outlined for the 2017-2018 fiscal year are provided, and the NHC priorities for 2018 to 2021 are established.

Budget	(\$ 000)			
	2017-18	2018-19	2019-20	2020-21
Advisory and Administrative Services	17,664	17,927	18,334	18,741
Public Housing	126,631	127,714	128,325	129,212
Staff Housing	55,548	55,455	55,455	55,455
TOTAL	\$199,843	\$201,096	\$202,114	\$203,408

Advisory and Administrative Services

Advisory and Administrative Services for the NHC are provided by a group of dedicated housing professionals. The NHC team works diligently to make the corporation an action-oriented service delivery agency.

Through its Advisory and Administrative Services, the NHC strives to deliver targeted housing solutions to all audiences and to provide the following services: education, training and support

¹ The Homeownership budget of \$4,616,000 is included in the capital estimates and is not reported in the above numbers.

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.

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 NHC are responsible for the delivery of Advisory and Administrative Services:

Programs Budget (\$ 000)	2017-18	2018-19	2019-20	2020-21
Corporate Governance	1,480	1,875	1,875	1,875
Responsible for managing the NHC to ensure consistent and effective application of policy, standards, procedures and program delivery throughout Nunavut.				
Corporate Operations	4,798	3,361	3,368	3,368
Responsible for the public housing, staff housing and homeownership programs as well the provision of related technical and maintenance services.				
Corporate Policy and Planning	917	1,639	1,046	2,453
Responsible for the administration of corporate policy, strategic planning and communications. This function is also accountable for the development and co-ordination of NHC policies in support of the Corporation's vision, mission, mandate, and goals and objectives. This function is also responsible and accountable for socio-economic research, strategic planning and support for the Minister's office.				
Corporate Finance Administration	1,493	1,683	1,683	1,683
Accountable for the overall management of the Corporation's financial affairs, including safeguarding the NHCs assets, preparing and issuing financial reports, maintaining internal financial controls and providing training and advice.				
District Program Administration	2,878	2,998	2,998	2,998
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	2,524	2,950	2,950	2,950
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 3,574 **3,414** 3,414 3,414

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 17,664 **17,927** 18,334 18,741

Priorities (2017-18)

- Continue to develop and implement the new financial and property management software.
Status: The NHC has re-assessed the need for new financial and property management software, and has determined the existing software can be enhanced and that users can be trained on existing software to improve efficiency and overall effectiveness.
- Continue to work with Nunavut Tunngavik Incorporated (NTI) and Regional Inuit Associations (RIAs) to address Inuit housing needs in Nunavut, including collaboration on joint lobbying efforts aimed at the federal government.
Status: NTI and the RIAs were involved in the development of the Blueprint for Action on Housing, and will continue to be engaged as the implementation continues.

The NHC is working with Polar Knowledge Canada on a Northern Housing Forum and best practice sharing session to take place in 2018-2019. The NHC has brought NTI and RIAs into the planning session for the forum to ensure full participation from Inuit Organizations.

The NHC has also engaged with NTI through the development of the National Housing Strategy, and will continue to work with them as the Indigenous Housing Strategy is developed.
- Continue to implement training, mentoring, development, and staffing opportunities for Inuit within NHC, through the NHC’s Long Term Inuit Employment Plan.
Status: The NHC has been working with the Department of Executive and Intergovernmental Affairs to complete its comprehensive Inuit Employment Plan to match the GNs Master Inuit Employment Plan. The plan sets out specific actions to be taken to achieve the NHCs short, medium, and long-term goals for Inuit employment.

In May 2017, the NHC conducted an engagement survey of its Inuit employees to identify barriers to career advancement, and help target training and career development opportunities.

The NHC continues to take advantage of internal mechanisms to increase Inuit employment, including restricted competitions, secondments from Local Housing Organizations and partnering with Nunavut Arctic College to support recruitment of new graduates at the NHC and Local Housing Organization levels.
- Continue to strengthen occupational health and safety plan in consultation with the Workers’

Safety and Compensation Commission (WSSC) for both NHC and Local Housing Organization operations.

Status: The NHC's Occupational Health and Safety Officer position was established in March 2015, with funding support from Canada Mortgage and Housing Corporation. Unfortunately, the position has been vacant since March 2017. The NHC is seeking to fill the position to move forward with an updated and expanded Health and Safety Manual for NHC and Local Housing Organization staff, and provide additional support for implementation and monitoring.

Through the Blueprint for Action:

Actions and activities coming out of the Blueprint for Action on Housing are reflected throughout the Business Plan. Actions related to the Advisory and Administrative category are as follows:

- The NHC will establish a work plan for developing a policy and intake process for purpose-built housing that links units to specific programming needs.
Status: The Transitional Housing Study began in March 2018 in four communities. Local Housing Organization managers are supporting community surveyors with housing data. The NHC and the Departments of Family Services and Justice formed an interdepartmental working group to address issues around transitional and purpose-built housing. This work will inform the development of a policy and intake process for purpose-built housing.
- The NHC will begin discussions with the Department of Family Services, and NTI, to build on their work through the Nunavut Roundtable for Poverty Reduction, and examine the feasibility of establishing an umbrella organization to support not-for-profit organizations.
Status: The Nunavut Roundtable for Poverty Reduction held initial conversations towards examining the feasibility of establishing an umbrella organization. Further work is required in developing next steps and will be carried over into 2018-2019.
- The NHC will establish a framework for conducting an assessment of Nunavummiut in need of supportive housing to match purpose-built units with programming.
Status: The NHC is collaborating with the Department of Family Services on their Transitional Housing Needs Study. The NHC will use the results of this study to establish a framework to be used for conducting future needs assessment.
- The NHC will hold initial meetings with the Department of Culture and Heritage to discuss the role and integration of IQ into housing design.
Status: The NHC did not undertake this action during 2017-2018; however, it plans to meet with Inuit Qaujimagatuqangit Katimajit in spring 2018 to discuss housing design.
- The NHC will hold initial meetings with Community and Government Services to explore legislative and zoning options for creating affordable housing in target communities.
Status: Due to capacity constraints, the NHC has delayed this action and carried it over to 2018-2019.
- The NHC will conduct a jurisdictional scan of various subsidized housing models in other provinces and territories to review best practices.

Status: Due to capacity constraints, the NHC has delayed this action and carried it over to 2018-2019.

- The NHC will identify interest and feasibility with RIAs to collaborate on potential provision of affordable housing for Inuit on Inuit owned land.

Status: Although collaboration between the NHC and the RIAs has occurred through the POLAR-Northern Housing Forum, targeted collaboration with the RIAs is necessary in 2018-2019 to determine whether opportunities exist for the provision of affordable housing for Inuit on Inuit owned land.

- The NHC with Community and Government Services will develop a framework to guide the development of short-term community development plans, including an outline of what a development plan should include.

Status: Improved communications between the NHC and Community and Government Services, has resulted in an improved planning process; however, continued collaboration is required to ensure that short-term planning objectives are met. This will be a priority in 2018-2019.

- The NHC with Community and Government Services will establish a work plan to develop guidelines for determining lot development by community.

Status: The NHC continues to improve methods of estimating future demand for land for housing and to foster improved interdepartmental lines of communication and collaboration with Community and Government Services. As this work is now being incorporated into practice and is demonstrating the intended benefits, the NHC has determined that a formalized work plan under the Blueprint for Action is not necessary.

- The NHC with Community and Government Services will identify certain municipalities for engagement to determine community interest in private or other models of land development.

Status: The NHC, in collaboration with Community and Government Services, has taken initial steps to target communities.

- The NHC with Community and Government Services will complete project scoping to research incentives that stimulate private land development and housing construction in communities.

Status: The Homeownership Program Review will contribute to completion of this action, in particular the review of the Interim Financing Program. The NHC awarded a contract for the program review, with the work to be completed in 2018-2019. This work will lead to improvement in homeownership programs that will support private housing construction and, in turn, private land development.

- The NHC with Community and Government Services will engage with RIAs on potential public-private partnership (P3) opportunities for housing construction, or block land development on municipal Inuit owned lands.

Status: The NHC has not yet begun this work, due to internal capacity constraints, and has carried this priority over to 2018-2019.

- The NHC will identify private sector players and explore opportunities for engagement on Blueprint actions.

Status: The NHC has carried this priority over to 2018-2019. As part of the Homeownership Program Review in 2018-2019, the NHC will assess opportunities to improve current programming in consultation with the private sector.

- The NHC will begin project scoping for a housing need and demand study to determine the housing needs of Nunavummiut.

Status: The NHC is participating in the Department of Family Services 2017-2018 transitional housing needs study, which will continue into 2018-2019, and provide a better picture of housing needs of Nunavummiut and an indication of what further study is required.

- The NHC will begin project scoping for an impact and feasibility analysis of different approaches to social and staff housing delivery.

Status: In collaboration with the Department of Finance, the NHC carried out a review of the GN Staff Housing Policy, which resulted in the development of an options paper. From those options, the NHC will develop recommendations for Cabinet consideration.

- The NHC will hold initial planning meeting with Community and Government Services and the Energy Secretariat to establish a general process for adopting new construction and maintenance technology.

Status: The NHC held an initial planning meeting with Community and Government Services and the Climate Change Secretariat, which led to a better understanding of issues related to testing new construction and maintenance technology, including how best to access the federal Low-Carbon Economy Fund monies. The NHC is collaborating in on-going research and development activities at the federal and territorial levels with the goal of improving arctic housing.

- The NHC with the Energy Secretariat, Community and Government Services, and Nunavut Research Institute will hold initial meeting with the Canadian High Arctic Research Station (CHARS) to engage on the potential opportunities to reduce costs associated with housing in Nunavut.

Status: The NHC is supporting POLAR (the organization operating Canadian High Arctic Research Station) in the organization of an April 2018 conference which will explore technical solutions for housing in a northern context.

- The NHC will work with Community and Government Services to establish a framework for the continued development of a web-based inventory of buildings by community to allow departments to identify potential opportunities for repurposing buildings to meet diverse housing needs.

Status: Community and Government Services has developed and implemented an Asset Planner system with full building inventory that identifies surplus properties available for use. The system notifies Deputy Ministers from all departments when a building is declared surplus and becomes available for re-purposing.

- The NHC will work with Culture and Heritage to ensure the implementation of the Blueprint for Action and the Annual Status of Housing Report allows for incorporation of Inuit Societal Values.

Status: The NHC continues to monitor the implementation of the Blueprint for Action with respect to Inuit Societal Values through quarterly tracking reports and, with the support of Culture and Heritage, will incorporate related analysis into the Annual Status of Housing Report, which the NHC will table in the fall 2018 sitting of the Legislative Assembly.

- To support the implementation of the Blueprint for Action, the NHC will coordinate an interdepartmental workshop to assess outcomes of the Blueprint for the 2017/18 fiscal year, and identify activities for the following year. The NHC will also develop an Annual Status of Housing Report to be tabled in the fall sitting of the Legislative Assembly.

Status: The NHC will hold an interdepartmental workshop in June 2018. The NHC will table the Annual Status of Housing Report in the fall 2018 sitting of the Legislative Assembly.

Priorities (2018-19)

- Provide leadership and support to divisions to ensure implementation of priorities within Turaaqtavut in collaboration with GN departments and agencies.
- In line with the Inuusivut priorities within Turaaqtavut, respond to the needs of Nunavummiut for safe and affordable housing, including support for elders.
- Continue to work with NTI and RIAs to address Inuit housing needs in Nunavut, including collaboration on joint lobbying efforts aimed at the federal government.
- Develop a bilateral agreement with Canada Mortgage and Housing Corporation for the *National Housing Strategy* funding that considers the unique housing challenges of the north, and allows sufficient flexibilities for funding implementation.
- Continue to implement training, mentoring, development, and staffing opportunities for Inuit within NHC, through the NHCs Inuit Employment Plan.
- Continue to strengthen occupational health and safety activities for both NHC and Local Housing Organization operations.
- Strengthen the capacity of the NHC Board of Directors by offering continued governance training and maintaining a full complement of directors.

Through the Blueprint for Action

- Support the development of care and supportive housing through the development of a policy and intake process for purpose-built housing and the examination—through the Nunavut Roundtable for Poverty Reduction—of the feasibility of establishing an umbrella organization for not-for-profit organizations.
- Continue collaboration with the Department of Family Services on the determination of supportive housing needs in order to match purpose-built units with programming, as part of an overall assessment of housing needs and the feasibility of different approaches to social housing delivery.
- Engage with Culture and Heritage on the integration of Inuit Qaujimaqatuqangit into housing design, particularly in regards to purpose built housing for vulnerable groups, including elders.

- Collaborate with Community and Government Services to explore legislative and zoning options for creating affordable housing, support short-term community development plans, support efficient lot development and the support of potential private land development and housing construction opportunities,
- Conduct a jurisdictional scan of various subsidized housing models and best practices.
- Continue the process of identifying unused residential units in communities for possible use in public or staff housing, and identifying, where possible, local redevelopment possibilities.
- Engage with Regional Inuit Associations on potential collaborations to provide affordable housing for Inuit on Inuit owned land, including potential P3 opportunities.
- Continue to collaborate with the mining industry on housing solutions.
- Continue to 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.
- Continue to carry out quarterly monitoring and annual review and reporting on implementation to the Legislative Assembly.

Priorities (2019-20)

- Continue to provide leadership and support to divisions to ensure implementation of priorities within Turaaqtavut in collaboration with GN departments and agencies.
- In line with the Inuusivut priorities within Turaaqtavut, continue to respond to the needs of Nunavummiut for safe and affordable housing, including support for elders,
- Continue to work with NTI and regional Inuit organizations to address Inuit housing needs in Nunavut, including collaboration on joint lobbying efforts aimed at the federal government.
- Strategically implement funding associated with the *National Housing Strategy* bilateral agreement to meet varied housing needs of Nunavummiut.
- Continue to actively implement the Inuit Employment plan, including training, mentoring, development, and staffing opportunities for Inuit within NHC.
- Continue to strengthen occupational health and safety for both NHC and Local Housing Organization operations.
- Continue to strengthen the capacity of the NHC Board of Directors by offering continued governance training, education opportunities and ensuring all director positions are filled.

Through the Blueprint for Action

- Build on previous research, analysis and policy development to construct purpose-built housing that links to specific programming needs.
- Integrate Inuit Qaujimajatuqangit into housing design, particularly in regards to purpose built housing for vulnerable groups, including elders.

- Continue collaboration with Community and Government Services to support efficient lot development and the support of private land development and housing construction opportunities.
- Use jurisdictional scan of various subsidized housing models and best practices to inform policy and program updates.
- Continue the process of identifying unused residential units in communities for possible use in public or staff housing, and identifying, where possible, local redevelopment possibilities.
- Continue engagement with Regional Inuit Associations on potential collaborations to provide affordable housing for Inuit on Inuit owned land, including potential P3 opportunities.
- Continue to 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.
- Continue to carry out quarterly monitoring and annual review and reporting on implementation to the Legislative Assembly.

Priorities (2020-21)

- Continue to provide leadership and support to divisions to ensure implementation of priorities within Turaaqtavut in collaboration with GN departments and agencies.
- In line with the Inuusivut priorities within Turaaqtavut, continue to respond to the needs of Nunavummiut for safe and affordable housing, including support for elders,
- Continue to work with NTI and regional Inuit organizations to address Inuit housing needs in Nunavut, including collaboration on joint lobbying efforts aimed at the federal government, and implementation of relevant actions from the Blueprint for Action on Housing.
- Continue to strategically implement funding associated with the National Housing Strategy bilateral agreement to meet varied housing needs of Nunavummiut.
- Continue to actively implement the Inuit Employment plan, including training, mentoring, development, and staffing opportunities for Inuit within NHC.
- Continue to strengthen the capacity of the NHC Board of Directors by offering continued governance training, education opportunities and ensuring all Director positions are filled.

Through the Blueprint for Action

- Continue to develop purpose-built housing linked with specific programming needs.
- Continue collaboration with Community and Government Services to support efficient lot development and the support of private land development and housing construction opportunities,
- Continue engagement with Regional Inuit Associations on potential collaborations to

provide affordable housing for Inuit on Inuit owned land, including potential P3 opportunities.

- Continue to 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.
- Continue to carry out quarterly monitoring and annual review and reporting on implementation to the Legislative Assembly. Examine opportunities to revisit actions for possible revision.

Public Housing

The NHC delivers a community-focused Public Housing Program by providing financial resources and professional support to its local delivery agents, the 25 Local Housing Organizations (Local Housing Organizations). Local Housing Organizations are responsible for the property management of 5,431 units in the public housing portfolio (as of March 31, 2017), from unit allocations and rental assessments/collections, to maintenance and repairs, and energy upgrading.

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)	2017-18	2018-19	2019-20	2020-21
Leased Units – Rent Supplement	7,769	7,400	7,400	7,400
There were 238 leased public housing units throughout the territory, as of March 31, 2017. They create an opportunity for the private sector to provide much needed public housing units without the capital expenditure required for the construction of new units.				
Administration and Maintenance	46,612	49,457	49,457	49,457
The Administration and Maintenance component includes such items as salaries and benefits, equipment and supplies.				
Utilities	100,960	99,452	99,452	99,452
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	2,225	2,841	2,841	2,841
Covers the cost of taxes and land lease expenses.				
Debt Payment	13,271	12,206	12,088	11,751
Remitted to Canada Mortgage and Housing Corporation to pay down the debt on the public housing portfolio, which was \$81.3 million as at March 31, 2017.				

Rental Revenue	(13,580)	(15,560)	(15,560)	(15,560)
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	(30,626)	(28,082)	(27,353)	(26,129)
Canada Mortgage and Housing Corporation contributions for Social Housing and own source revenue, which consist of investment income, mortgage interest, staff housing tenant damage charges and sundry income.				
Total, Public Housing	126,631	127,714	128,325	129,212

Priorities (2017-18)

- Participate in lobbying efforts at the territorial and federal levels to seek support for the provision of suitable, adequate, and affordable housing across Nunavut.

Status: The NHC continues to actively participate in tri-territorial lobbying efforts to increase awareness and funding to address housing in Canada's north. Particular tri-territorial lobbying efforts have ensured that Northern Housing is a priority in the National Housing Strategy, and that funding requirements will be flexible enough to meet the unique needs in the north.

- Continue to enhance supports for Local Housing Organization partners through the review of various policies and procedures.

Status: The NHC is finalizing a revised Management Agreement with Local Housing Organizations that clarifies and defines the relationship and authorities between the NHC and Local Housing Organizations, and helps to ensure that the NHCs programs are delivered consistently across the territory, as well as identify areas where more support will be offered to Local Housing Organizations.

- Continue to monitor and review impact of collections policy and procedures to reduce Local Housing Organization arrears, as well, develop and implement Local Housing Organization deficit recovery plans.

Status: The average collection rate across the territory increased between 2015-2016 and 2016-2017 from 83.8% to 87%. This trend is expected to continue, as the NHC focuses on supporting Local Housing Organizations in rent collection.

The NHC has signed an information sharing agreement with the Department of Family Services that will allow income information to be shared between departments to improve service delivery, particularly related to rent assessment. This will help eliminate unnecessary and erroneous assessments that lead to increased arrears.

Effective 2017-18, the Department of Family Services (DFS) started issuing monthly rent cheques directly to Local Housing Organizations. This has addressed a long-standing issue regarding stale-dated cheques, arising from instances where some Income Assistance clients did not submit cheques to the Local Housing Organization.

The NHC has begun submitting information on public housing tenant arrears to the Department of Finance (Financial Operations) to enable the department to effect garnishments through the Canada Revenue Agency (CRA).

Through the Blueprint for Action:

- The NHC will complete project scoping for market analysis to determine the need for public housing construction.

Status: NHC worked internally to develop a statistical approach to determine public housing need, while continuing to work with the Department of Family Services on the Transitional Housing Study. The NHC has begun the process of identifying unused residential units in communities for possible use in public or staff housing, with the intention of identifying, where possible, local redevelopment possibilities.

The NHC did not complete a full project scoping for market and statistical analysis of future needs in 2017-2018 and plans to continue this work in 2018-2019, building on existing program data.

- The NHC will develop a plan to publicize a list of housing needs by community to inform private sector priorities.

Status: Due to a lack of capacity with respect to communications support, the NHC was unable to begin this priority during 2017-2018 and now plans to carry out this work in 2018-2019.

- The NHC will explore technology to remotely monitor vacant units to ensure ongoing efficient building operations.

Status: The NHC, through its Information Technology unit, is examining the potential for integrating remote monitoring systems into vacant units. Further collaboration with Community and Government Services is necessary to support project scoping.

- The NHC will review and update electronic system for maintenance work orders to improve efficiency and responsiveness of Local Housing Organizations.

Status: The NHC has delayed action on this priority because of the ongoing review and update of the Local Housing Organization management agreement. Once the updated management agreement is finalized in 2018-2019, the NHC will review and update the electronic system for work orders.

- The NHC will develop information, resources and incentives that encourage housing tenants to monitor, care for and maintain housing units.

Status: The NHC, in partnership with the Qulliq Energy Corporation and the Climate Change Secretariat, launched the Energy Wise energy conservation campaign in April 2017. The NHC continues to support the delivery of this campaign. The NHC developed and, in January 2018, distributed the 2018 NHC calendar, which includes maintenance and budgeting tips, as well as important dates and reminders for public housing tenants.

- The NHC will work with the Nunavut Bureau of Statistics towards developing an evidence based framework to support the creation of business case for increased investment in housing.

Status: The NHC worked in 2017-2018 with its territorial counterparts to lobby for increased funding with respect to the National Housing Strategy and the Indigenous Housing Strategy. This work will contribute to the development of a long-term investment in housing business case. The NHC has been closely involved in the Federal Provincial Territorial negotiations of the National Housing Strategy and preparation for the

negotiation of a related bilateral agreement with Canada. The NHC did not achieve the goal of an initial project-scoping meeting with the Nunavut Bureau of Statistics and Department of Finance within 2017-2018 for an evidence-based framework to support the creation of a business case, and plans to carry this priority over into 2018-2019.

- The NHC will work with the Department of Finance to develop a business case for renewed long-term federal investment in housing and infrastructure.

Status: Due to negotiations towards the National Housing Strategy multilateral framework, which took place from November 2017 to April 2018, the NHC delayed the initial planning meetings for the development of a business case for renewed long-term federal investment until 2018-2019. These meetings will inform the negotiation of a bilateral Canada-Nunavut agreement under the National Housing Strategy, as well as a complementary long-term business case.

- The NHC will meet with Regional Inuit Associations and the Department of Family Services to research the viability and suitability of alternative financing options for purpose-built housing.

Status: The NHC focused its efforts in 2017-2018 on participation in support of the Department of Family Services' Transitional Housing Study, the results of which will support work in 2018-2019 to research and identify viable, suitable options for alternative financing for purpose-built housing. This work will include collaboration with the Regional Inuit Associations.

Priorities (2018-19)

- Continue to participate in lobbying efforts at the territorial and federal levels to seek support for the provision of suitable, adequate and affordable housing across Nunavut.
- Develop a strategy to better plan for and address delayed and incomplete Modernization & Improvement work on public housing units, including implementation of comprehensive annual plans for Local Housing Organizations. Continue to set aside Modernization & Improvement funds for discretionary use at the Directorate level to limit carry forwards of allocated funds.
- Strategically implement funding for public housing associated with the *National Housing Strategy*. Continue to enhance supports for Local Housing Organization partners through the review of and development of various policies and procedures, and implementation of the revised Management Agreement between NHC and Local Housing Organizations.
- Finalize and begin implementation of updated Local Housing Organization management agreement.
- Continue to 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.
- Continue the development of strategically planned mold remediation for public housing units, including training of Local Housing Organization staff.

Through the Blueprint for Action:

- Continue project scoping for market and statistical analysis to determine the future demand

for public housing construction.

- Develop a plan to publicize a list of housing needs by community to inform private sector priorities.
- Continue to explore and implement the use of technology and innovation to reduce costs associated with the maintenance and operation of housing.
- Continue to develop information, resources and incentives that encourage housing tenants to monitor, care for and maintain housing units.
- Continue to work towards developing an evidence-based business case, in coordination with NHCs partners, including NTI and the Regional Inuit Associations, for continued long-term federal investment in housing.
- Continue to research the viability and suitability of alternative financing options for purpose-built housing.

Priorities (2019-20)

- Continue to participate in lobbying efforts at the territorial and federal levels to seek support for the provision of suitable, adequate and affordable housing across Nunavut.
- Implement a strategy to address delayed and incomplete Modernization & Improvement work on public housing units, including use of comprehensive annual plans for Local Housing Organizations. Continue to set aside Modernization & Improvement funds for discretionary use at the Directorate level to limit carry forwards of allocated funds, and assess the impact of this strategy.
- Continue to strategically implement funding for public housing associated with the *National Housing Strategy*, including enhancements to the public housing allocation methodology to better assess housing need.
- Continue to enhance supports for Local Housing Organization partners through the review and development of various policies and procedures. Evaluate implementation of a new management agreement.
- Continue to 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.
- Continue mold remediation in all communities, and evaluate the success of remediation training at the Local Housing Organization level.

Through the Blueprint for Action:

- Utilize market and statistical analysis on the future demand for public housing construction for programming decisions and for inclusion in the Annual Status of Housing Report.
- Continue to explore and implement the use of technology and innovation to reduce costs associated with the maintenance and operation of housing.
- Provide and update information, resources and incentives that encourage housing tenants to monitor, care for and maintain housing units.
- Continue to update and support an evidence-based business case, in coordination with

NHCs partners, including NTI and the Regional Inuit Associations, for long-term federal investment in housing.

- Continue to assess the viability of alternative financing options for additional housing stock.

Priorities (2020-2021)

- Continue to participate in lobbying efforts at the territorial and federal levels to seek increased support for the provision of suitable, adequate and affordable housing across Nunavut.
- Continue to implement and refine a strategy to address delayed and incomplete Modernization & Improvement work on public housing units.
- Continue to strategically implement funding for public housing associated with the National Housing Strategy, including enhancements to the public housing allocation methodology to better assess housing need.
- Continue to enhance supports for Local Housing Organization partners through the review and development of various policies and procedures. Continue to evaluate implementation of a new management agreement.
- Continue to 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.
- Continue mold remediation in all communities, and evaluate the success of remediation training at the Local Housing Organization level, including further training, as required.

Through the Blueprint for Action:

- Monitor the need for public housing construction and update list of housing needs by community to inform private sector priorities.
- Continue to explore and implement the use of technology and innovation to reduce costs associated with the maintenance and operation of housing.
- Provide and update information, resources and incentives that encourage housing tenants to monitor, care for and maintain housing units.
- Continue to update and support an evidence based business case, in coordination with NHCs partners, including NTI and the Regional Inuit Associations, for long-term federal investment in housing. Continue to assess the viability of alternative financing options for additional housing stock.
- Continue to assess the viability of alternative financing options for additional housing stock.

Staff Housing

Through the Staff Housing Program, the NHC provides rental units to GN staff, as well as a range of housing-related programs and services to eligible staff. 73% of staff housing stock is in the form of leased units, accounting for the majority of the staff housing budget.

Objective

- To provide subsidized rental housing to term and indeterminate GN employees to assist in the recruitment and retention of staff and to facilitate the provision of programs and services to Nunavummiut.

Programs Budget (\$ 000)	2017-18	2018-19	2019-20	2020-21
Operations	9,719	9,625	9,625	9,625
Provides the day-to-day operations for the Staff Housing Program in a decentralized environment, including the cost of utilities for staff housing units.				
Leases for Staff Housing Rental Units	45,830	45,830	45,830	45,830
The staff housing portfolio provides 1,511 rental units (407 owned and 1,104 leased), as of March 31, 2017.				
Total, Staff Housing	55,549	55,455	55,455	55,455

Priorities (2017-18)

- Continue to implement long-term strategies to address employee housing needs.
Status: The NHC has contracted a review of the GN Staff Housing program, policy, and procedures. Working with the Department of Finance, options will be developed from the review to implement changes to the program.
The NHC developed and has begun implementing a revised GN Staff Condominium Program, through which the NHC will sell 60 units at cost in Iqaluit, as part of efforts to increase affordable homeownership options in the territory's capital.
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
Status: In 2017-2018, the NHC tendered the construction of 17 new staff housing units in four communities across the territory, and will be tendering another 23 units in 2018-2019. The majority of new staff housing buildings are five-unit buildings or duplexes to ensure efficiency and cost effectiveness in construction.
- In partnership with the Department of Finance, continue to work closely with GN departments to meet their staff housing requirements.
Status: The NHC is continuing to work closely with GN departments, to improve forecasting as part of comprehensive staff housing needs assessments.
- Explore other alternative housing options or programs for GN employees.
Status: The review of the staff housing program has included an examination of realistic alternatives to staff housing that still support recruitment and retention within the GN.

Through the Blueprint for Action:

- The NHC will hold initial meetings with the Department of Finance to begin the development of a survey of staff housing tenants to gauge interest for homeownership.
Status: The NHC and Department of Finance have not conducted a survey of staff housing

tenants. As noted below, the NHC and the Department of Finance continues to assess the options generated in the 2017-2018 review of the GN Staff Housing Policy.

- The NHC will work with the Department of Finance to develop an options paper for revisions to the current GN Staff Housing Policy.

Status: In collaboration with the Department of Finance, the NHC carried out a review of the GN Staff Housing Policy, which resulted in the development of an options paper. From those options, the NHC will develop recommendation for Cabinet consideration in 2018-2019.

- The NHC will hold an initial planning meeting with the Department of Finance to analyze current staff housing subsidy to determine subsidy levels that encourage transition out of staff housing.

Status: In collaboration with the Department of Finance, the NHC carried out a review of the GN Staff Housing Policy, which resulted in the development of an options paper. From those options, the NHC will develop recommendation for Cabinet consideration.

- The NHC will hold an initial planning meeting with the Department of Finance to establish a framework to guide a review of the current prioritization system and process for allocating staff housing units, and reallocating vacant units.

Status: In collaboration with the Department of Finance, the NHC carried out a review of the GN Staff Housing Policy, which resulted in the development of an options paper. From those options, the NHC will develop recommendation for Cabinet consideration. This will guide the review of prioritization and allocation of units.

Priorities (2018-19)

- Implement long-term strategies and alternatives to staff housing, based on the outcomes of the review of the GN Staff Housing Policy.
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
- In partnership with the Department of Finance, continue to work closely with GN departments to meet their staff housing requirements.

Through the Blueprint for Action:

- Review the current prioritization system and process for allocating staff housing units, and reallocating vacant units, based on the outcomes of the review of the GN Staff Housing Policy.

Priorities (2019-20)

- Continue to implement long-term strategies and alternatives to staff housing, based on the outcomes of the staff housing program review. Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
- In partnership with the Department of Finance, continue to work closely with GN departments to meet their staff housing requirements.

Through the Blueprint for Action:

- Implement an updated prioritization system and process for allocating staff housing unit, and reallocating vacant units.

Priorities (2020-21)

- Continue to implement related activities for the Blueprint for Action on Housing, including review and revision of existing actions.
- Continue to implement long-term strategies and alternatives to staff housing, based on the outcomes of the staff housing program review.
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
- In partnership with the Department of Finance, continue to work closely with GN departments to meet their staff housing requirements, with particular focus on exploring alternatives to staff housing.

Through the Blueprint for Action:

- Implement an updated prioritization system and process for allocating staff housing unit, and reallocating vacant units.

Homeownership

Through its homeownership programs and supports, the NHC assists residents who can afford the costs of homeownership to secure and maintain their own housing. As well, homeownership education and counseling services are provided to homeowners. These services include consultations regarding purchase of existing homes or new home construction, repairs, renovations, bank financing and energy conservation.

There are significant challenges associated with delivering homeownership programs in Nunavut, including the lack of local contractors available to carry-out larger projects. As such, programs such as the Home Renovation Program have funding allocated to projects that are not completed for long periods of time. The NHC has tried to address this issue by making funding available to cover contractor travel from larger communities. Further development of the local workforce, identified as a priority within the Blueprint for Action will also contribute towards addressing this issue.

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)	2017-18	2018-19	2019-20	2020-21
Homeownership Programs		4,000	4,000	4,000	4,000

Provides funding for NHC's eight home purchase and home renovation programs. These consist of the Nunavut Down-payment Assistance Program (NDAP), Home Renovation

Program (HRP), Emergency Repair Program (ERP), Senior Citizens Home Repair Program (SCHRP), Tenant to Owner Program (TOP), Interim Financing Program (IFP), the CONDO program and the Seniors and Persons with Disabilities Home Options program (SPDHOP).

Heating Oil Tank Replacement Program (HOTRP)

500	500	500	500
-----	------------	-----	-----

This program provides a grant of up to \$7,500 to replace a homeowner’s heating oil tank.

Seniors and Persons with Disabilities Preventative Maintenance Program (SPDPMP)

116	116	116	116
-----	------------	-----	-----

This program provides a grant of up to \$3,000 to support seniors and persons with disabilities with preventative maintenance.

Total, Homeownership	4,616	4,616	4,616	4,616
-----------------------------	--------------	--------------	--------------	--------------

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 Nunavut Down Payment Assistance Program (NDAP)

The Nunavut Down Payment Assistance Program offers down payment assistance to eligible Nunavummiut in the form of a forgivable loan.

The Tenant to Owner Program (TOP)

The Tenant to Owner Program offers tenants in public housing the opportunity to become homeowners by purchasing the home that they are renting.

Government of Nunavut Staff Condominium Program (CONDO)

The GN Staff Condominium Program offers an opportunity for GN staff to purchase an affordable condominium unit.

The Interim Financing Program (IFP)

The Interim Financing Program provides construction loans to Nunavummiut who are unable to secure interim financing from a private lender to construct a new home.

The Home Renovation Program (HRP)

The Home Renovation Program assists eligible Nunavut homeowners to complete repairs, renovations and additions to existing homes. HRP assistance is a forgivable loan up to maximum of \$50,000. An additional \$15,000 is available for energy efficiency related items.

The Senior Citizens Home Repair Program (SCHRP)

The Senior Citizens Home Repair Program supports senior homeowners with repairs and home adaptations. The maximum contribution available is \$15,000 plus eligible freight costs.

The Emergency Repair Program (ERP)

The Emergency Repair Program assists eligible homeowners for emergency repairs that are required for the continued safe occupancy of their home. The maximum contribution available is \$15,000.

Seniors and Disabled Persons Preventative Maintenance Program (SDPPMP)

The Senior and Disabled Persons Preventative Maintenance Program provides support to 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 (HOTRP)

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 (SPDHOP)

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.

Priorities (2017-18)

- Monitor the success and impact of the homeownership programs.

Status: The NHC conducted a homeownership program process review to identify issues that account for process delays, and identify potential areas for modification.

In March 2018, the NHC awarded a contract for a full program assessment and evaluation of all homeownership programs starting in spring 2018. The assessment will include an examination of the potential for new programs to be developed.

- Promote homeownership in Nunavut through publicity and promotion as well as through education and counseling.

Status: The NHC's Communications Officer position has been vacant since its creation in 2015. As of March 2018, the NHC has filled the position. The work plan for this position prioritizes the development of a comprehensive communications plan to promote homeownership programs to eligible Nunavummiut.

The NHC developed and has begun implementing a revised GN Staff Condominium Program, through which the NHC will sell 60 units at cost in Iqaluit, as part of efforts to increase affordable homeownership options in the territory's capital.

Through the Blueprint for Action:

- The NHC will develop a work plan to examine the suitability of secondary suites as a housing option to increase private rental options.

Status: The NHC will begin to develop a work plan in 2018-2019, including researching lessons learned from similar project and a jurisdictional scan of models currently used in other areas.

- The NHC will identify priority areas of collaboration with Local Housing Organizations to

assess the feasibility of expanding Local Housing Organization maintenance services to homeowners.

Status: The NHC has linked this action to the development of an updated Local Housing Organization management agreement, which senior officials are reviewing in draft form, and which will require further consultation through a working group of Local Housing Organization representatives.

- The NHC will complete the project-scoping stage to assess the feasibility of a base level maintenance grant for homeowners.

Status: The NHC has awarded a contract for the 2018-2019 review of Homeownership Programs, which will provide a basis to assess the need for a base level maintenance grant.

- The NHC will develop a work plan to guide a review of the Nunavut Down Payment Assistance Program, an evaluation of past homeownership programs, and a jurisdictional review of homeownership programs across Canada.

Status: The NHC has awarded a contract for the 2018-2019 review of Homeownership Programs, including Nunavut Down Payment Assistance Program.

- The NHC will establish a work plan for the development of a plain language “Toolkit for Renters and Homeowners.”

Status: The NHC must conduct further internal development work in 2018-2019, building on actions taken to date to identify the contents of the toolkit. Once this internal review is complete, the NHC will finalize a work plan and begin collaboration with the Department of Finance, Canada Mortgage and Housing Corporation and financial institutions.

- The NHC will hold initial meetings with financial institutions to discuss the provision of a homeownership training program as an eligibility requirement for NHC homeownership subsidies.

Status: The assessment of a potential homeownership training program will be carried out in 2018-2019—and supported by the upcoming review of Nunavut Down Payment Assistance Program.

Priorities (2018-19)

- Continue to implement related activities for the Blueprint for Action on Housing, including work to actively increase the local workforce, to address issues of capacity to perform home repairs in communities.
- Monitor the success and impact of the homeownership programs, and the program process through the NHC, including implementation of potential program changes coming out of the review.
- Promote homeownership in Nunavut through publicity and promotion as well as through education and counseling.
- Implement and monitor the success of the revised GN Staff Condominium Program, including its effects on homeownership markets.
- Continue to work with mining companies to encourage development of homeownership support programs for employees.

Through the Blueprint for Action:

- Develop and implement a work plan to examine the suitability of secondary suites as a means of increasing private rental options.
- Finalize an updated Local Housing Organization management agreement and determine the feasibility of expanding Local Housing Organization maintenance services to homeowners.
- Complete a review of current Homeownership Programs with a view to developing options to update or discontinue existing programs, as well as options to establish new programs to support the provision of affordable and accessible housing options and the support of homeownership readiness for program applicants.
- Establish a work plan for the development of a plain language “Toolkit for Renters and Homeowners”.

Priorities (2019-20)

- Continue to implement related activities for the Blueprint for Action on Housing, including actions that support the development of the local workforce.
- Continue to monitor the success and impact of the homeownership programs, and the program process through the NHC. Including implementation of potential program changes coming out of the review.
- Promote homeownership in Nunavut through publicity and promotion as well as through education and counseling.
- Continue to implement and monitor the success of the revised GN Staff Condominium Program, including its effects on homeownership markets.
- Continue to work with mining companies to encourage development of homeownership support programs for employees.

Through the Blueprint for Action:

- Assess the suitability of secondary suites as a means of increasing private rental options and determine next steps.
- Based on options provided in the Homeownership Programs review, develop and begin implementation of a work plan to update, discontinue or develop new homeownership programming in support of the provision of affordable and accessible housing options and in support of homeownership readiness.
- Finalize production and distribute a plain language “Toolkit for Renters and Homeowners”.

Priorities (2020-2021)

- Continue to monitor the success and impact of the homeownership programs, and evaluate impact of program changes, or newly developed programs.
- Implement a homeownership program communications plan, and continue to promote homeownership in Nunavut through publicity and promotion as well as through education and counseling.

- Continue to work with mining companies to encourage development of homeownership support programs for employees, including work with any new mining project proponents.

APPENDIX I. Financial Summary

Branch	2017 - 2018		2018 - 2019		2019 - 2020		2020 - 2021	
	Main Estimates		Main Estimates		Main Estimates		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Headquarters								
Salary	6,762	49.0	7,053	52.0	7,460	52.0	7,867	52.0
Grants & Contributions	-		-		-		-	
Other O&M	1,926		1,512		1,512		1,512	
Subtotal	8,688		8,565		8,972		9,379	
Debt Repayment								
Salary	-	-	-	-	-	-	-	-
Grants & Contributions	-		-		-		-	
Other O&M	13,271		12,206		12,088		11,751.0	
Subtotal	13,271		12,206		12,088		11,751.0	
District Offices								
Salary	7,221	50.0	7,134	50.0	7,134	50.0	7,134	50.0
Grants & Contributions	-		-		-		-	
Other O&M	1,755		2,227		2,228		2,228	
Subtotal	8,976		9,361		9,362		9,362	
Affordable Housing (Public Housing)								
Salary	-	-	-	-	-	-	-	-
Grants & Contributions	143,986		143,590		143,590		143,590	
Other O&M	-		-		-		-	
Subtotal	143,986		143,590		143,590		143,590	
Affordable Housing (Staff Housing)								
Salary	2,264	17.0	2,170	17.0	2,170	17.0	2,170	17.0
Grants & Contributions	-	-	-		-		-	
Other O&M	53,284	-	53,285		53,285		53,285	
Subtotal	55,548	-	55,455		55,455		55,455	
Total	230,469	116.0	229,177	119.0	229,467	119.0	229,537	119.0
Less: CMHC Contribution and Other Revenue	(30,626)	(8.0)	(28,081)	(7.0)	(27,353)	(7.0)	(26,129)	(7.0)
Total Funded	199,843	108.0	201,096	112.0	202,114	112.0	203,408	112.0

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 2018-2019 and future years.

Departmental Inuit Employment Targets				
Nunavut Housing Corporation	As of Dec. 31, 2017		As of March 31, 2019	
	Capacity %		Capacity %	
Total Department Positions	116		119	
Total Filled Positions	91	78%	93	78%
Total Vacancies	25	22%	26	22%
Total Inuit	32	35%	33	35%
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%	1	50%
Total Senior-Management Positions	9		9	
Total Filled Senior-Management Positions	8	89%	9	100%
Total Vacant Senior-Management Positions	1	11%	0	0%
Total Inuit in Senior-Management Positions	1	13%	1	11%
Total Middle-Management Positions	22		22	
Total Filled Middle-Management Positions	19	86%	21	95%
Total Vacant Middle-Management Positions	3	14%	1	5%
Total Inuit in Middle-Management Positions	1	5%	1	5%
Total Professional Positions	21		21	
Total Filled Professional Positions	12	57%	13	62%
Total Vacant Professional Positions	9	43%	8	38%
Total Inuit in Professional Positions	3	25%	3	23%
Total Paraprofessional Positions	42		45	
Total Filled Paraprofessional Positions	35	83%	31	69%
Total Vacant Paraprofessional Positions	7	17%	14	31%
Total Inuit in Paraprofessional Positions	13	37%	11	35%
Total Administrative Positions	20		20	
Total Filled Administrative Positions	15	75%	17	85%
Total Vacant Administrative Positions	5	25%	3	15%
Total Inuit in Administrative Positions	13	87%	16	94%

Capacity

Since its incorporation, the NHC has endeavored to continually increase Inuit employment within the Corporation; however, like all GN departments and agencies, it has historically faced serious challenges in terms of its human resource capacity.

Increasing its human resource capacity will enable the NHC to fully meet its mandate, and deliver housing programming efficiently and effectively across the territory. The NHC is actively working to reduce its significant vacancy rates. At the end of October, 2017, the NHC had 20 staffing competitions underway with 11 in Iqaluit, 3 in Arviat, 2 in Cambridge Bay and 4 in Cape Dorset.

In 2013, following the announcement of the \$100 million construction funding by the Canada Mortgage and Housing Corporation (CMHC), NHC received approval to create 14 technical positions to oversee construction. This was necessary to build capacity within the Corporation.

Construction from the \$100 million federal funding is now complete, however, in March 2016; the federal government announced another \$84.1 million in housing for Nunavut. To keep up with the construction of over 185 units across the territory, the NHC has extended 6 of the aforementioned term positions that would have expired in March 2017, to March 2019. Further, the NHC has created two additional Project Manager positions to support the implementation of public housing construction under the new federal funding.

NHC continues to do ongoing review and analysis of its capacity to determine if further enhancements are required, particularly in the areas of training and development, health and safety and the administration of homeownership programs.

Inuit Employment Plans

To support the Government of Nunavut in meeting its objectives under Article 23 of the Nunavut Agreement, the Department of Executive and Intergovernmental Affairs has developed a government-wide master plan that provides strategic direction for GN-wide programs and initiatives to increase and enhance Inuit employment.

Throughout 2017/18 the NHC has worked closely with the Department of Executive and Intergovernmental Affairs to develop its Corporate Inuit Employment Plan. The NHC's Inuit Employment Plan lays out a series of goals and actions to be implemented to strategically increase the NHC's Inuit employment over the next 5 years.

As of September 30, 2017, the total number of approved positions at NHC was 116.

The NHC has filled 89 of its 116 positions, with a vacancy rate of 23%. The total number of Inuit hired by the NHC is 31 for an IEP rate of 35%.

For the year 2018-19, the NHC is targeting to fill 78% of approved positions (90 of the 116 positions). Of those positions, 36% (33 positions) will be filled by Inuit.

Local Housing Organizations (LHO)

LHO employee statistics do not appear in the NHC's Inuit employment plan. However, LHOs account for a significant portion of NHC's operating budget and are consolidated in the

Corporation's financial reporting. As such, LHO are a substantial element of the NHC's operations and contribute significantly to the NHC's ability to meet its mandate.

As of January 2018, there were 380 LHO positions funded by the NHC of which 367 positions were filled. Of these positions, 314 were filled by Inuit. This equates to an LHO Inuit employment rate of 86%.

LHO employees are not part of the public service and their Inuit employment numbers are not considered when calculating the NHC's IEP percentages. To provide a comprehensive analysis of the NHC's operations, when combined with LHO staffing levels, there are 496 positions, of which 456 were filled, and 345 were Inuit, for a consolidated IEP rate of 76%.

Priorities – Priorities in 2018-19 and beyond reflect the goals and actions set out in the NHC's Inuit Employment Plan

2017-2018

- The NHC will review positions within NHC and LHOs to assess the effectiveness and suitability of current occupational standards.

Status: The NHC is working closely with the Department of Family Services to review occupational standards through action 45 of the Blueprint for Action on Housing.

- Increase the use of Internal Transfer Assignments to allow Inuit within the Corporation to move from administrative or para-professional job categories to professional positions.

Status: The NHC has identified areas for internal transfer based on employee interest, and will continue to do so regularly and in conjunction with employee consultation.

- The NHC will continue to support and employ NAC and NS students to further their training and increase skilled the Inuit workforce.

Status: In 2017-18, the NHC employed 1 NS summer student through an internship, and 1 NAC student. The NHC intends to continue partnering with NAC and the NS program to identify students that may have an interest in placements with the NHC. The exact number of placements cannot be determined at this time as it is dependent on student enrolment and interest.

2018- 2019

- Continue to collaborate across GN departments to implement the NHC's Blueprint for Action and the actions within it related to workforce development, with the larger goal of increasing the NHC's Inuit employment. This includes:
 - Supporting the Department of Family Services' development of the "Building Trades Helper" program to provide students with entry-level employment skills for building maintenance and construction industry.
 - Supporting the Department of Education's review of the former Nunavut Early Apprenticeship Training program.
 - Supporting the Department of Family Services' continuing development of the Getting Ready for Employment and Training Program.

- Reviewing positions within NHC and the LHOs to assess the effectiveness and suitability of current occupational standards.
- Supporting the Department of Education in determining the feasibility of incorporating skills and competencies for employment in housing-related occupations into school curriculum.
- Increase in number of Inuit casual employees within the NHC, creating greater potential for qualified Inuit to become indeterminate employees.
- Maintain high levels of Inuit employment within the NHC in the administrative category, including restricting competitions for administrative positions to Inuit candidates.
- Leverage LHO Inuit employee pool to fill GN positions through secondments and support career advancement by surveying LHOs for training needs and responding accordingly.
- Increase entry level Inuit employment through promotion of the NHC at the Nunavut Arctic College trades program as well as engagement with the GN Summer Student Employment Equity Programs and Nunavut Arctic College practicum program, and continue to participate in career fairs and to promote the GN as a potential employer.
- Provide new practical and applied career advancement for Inuit employees through supported internships within NHC, career advancement plans, support for educational leave opportunities and direct appointments where possible and appropriate.
- Encourage and support Inuit employees to participate in career broadening, policy development and leadership training opportunities offered at Executive and Intergovernmental Affairs.
- Complete the on-going Staff Housing program review and carry out a Homeownership Program review, with a view to updating those programs to better support the GN's Inuit employment objectives.

2019-2020

- Find a balance between expected job experience and education to ensure qualified Inuit are not unnecessarily excluded from NHC job competitions.
- Increase capacity within the NHC's HR division to allow increased focus on training and development of Inuit employees, including, but not limited to, career advancement plans, mentorships and NHC-developed leadership and management programming.
- Meeting the housing needs of Inuit GN employees; increased recruitment and retention of Inuit Nunavut within the NHC and the GN as a whole.
- 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 at Executive and Intergovernmental Affairs.
- 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 NHC including, but no limited to, through restricted competitions for

administrative staff, engagement with Nunavut Arctic College trades program and practicum program, the GN Summer Student Employment Equity Program, and participation in career fairs.

- Based on the results of the Staff Housing program review and the Homeownership Program review, implement updates to those programs to better support the GN's Inuit employment objectives.

2020-2021

- Create a career path for finance 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 NHC.
- Make the NHC an employer of choice among skilled Inuit. Increase NHC's Inuit employment, particularly in entry-level positions.

This page is purposely blank.



ᑎᓄᓕᑦ ᓐᓇᓕᑦ ᓕᓄᓂᑦ

NUNAVUT
ARCTIC
COLLEGE

Nunavut Arctic College

Business Plan

2018-2021

This page is purposely blank.

TABLE OF CONTENTS

- INTRODUCTION.....1**
- Mission..... 1
- Vision..... 1
- Our Values 1
- Principles 2
- STRATEGIC LINK TO Turaaqtavut: Our Goals.....3**
- ENVIRONMENTAL SCAN4**
- INUIT EMPLOYMENT PLAN.....6**
- CORE BUSINESS.....8**
- Administration Services..... 9
- Inuit Language and Culture 12
- Community and Distance Learning 14
- Business Careers and Workforce Development 16
- Education Careers 17
- Health and Wellness Careers.....19
- Trades and Technology Careers 20
- Nunavut Research Institute..... 222
- Student Services..... 24
- Law Program..... 25
- APPENDIX I: PROGRAM DELIVERY SUMMARY27**
- APPENDIX II: FINANCIAL SUMMARY29**

This page is purposely blank.

INTRODUCTION

Nunavut Arctic College (NAC) is a public agency that was continued 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 as such 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 Legislative Assembly, Executive Council and Nunavummiut through its President, Board of Directors, 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 Learners who have successfully completed those programs. Nunavut Arctic College not only provides adult basic education and a variety of vocational programs, but also specific targeted training, such as leadership development, marine and fisheries training, trade and pre-trades programing, 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.

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 strive to be the college of choice for the people of Nunavut by offering culturally relevant programs of the highest national standard. In the advancement of their language and culture, our graduates will value education and will be proud to take their place in Nunavut and beyond.

Our Values

Nunavut Arctic College is a creative community of educators and Learners. We are proud of our essential role in providing education that bridges the Nunavut of yesterday, today, and tomorrow.

We value our Learners and are committed to their success by:

- Engaging and challenging our Learners in learner-centered programs;
- Supporting Learners through personal interaction, small scale learning environments, and sensitivity to the needs of Learners;
- Integrating Inuit culture and knowledge into our programs.

We value a positive and productive learning and working environment by:

- Offering innovative programs to meet the requirements of a wide range of Learners;
- Providing services that acknowledge Learners as multi-faceted individuals and promote student success in all areas of life: as workers, community members, volunteers, family members, and parents;
- Establishing and achieving College objectives through the application of research and transparent practices, and through the services of Nunavut Research Institute establishing the highest research standards.

We value strong connections to the communities we serve by:

- Utilizing community-based delivery models for programs;
- Valuing exchange and interaction with communities and acknowledging the community's role in establishing educational priorities for the College.
- 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 learner-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 Learners' connections to family and community.
- Prepares Learners for meaningful careers and healthy lives.
- Places the well-being of Learners 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 Learners and staff.
- Engages Learners as active participants in all aspects of learning and evaluation.
- Ensures graduates meet national standards.

STRATEGIC LINK TO *Turaaqtavut: Our Goals*

Nunavut Arctic College is committed to working with the Government of Nunavut to achieve the objectives and priorities of *Turaaqtavut: Our Goals*.

Self-reliance and optimism through education and training: Nunavut Arctic College strives to have a wider range of options for education, adult learning, and training. Nunavut Arctic College is committed to leading the support in the following priorities which have an impact on College operations:

- *Putting 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;*
- *Improving supports for postsecondary Learners and postsecondary programs that develop the knowledge and skills that we need in Nunavut;*
- *Additionally, the College will continue to provide support to Government of Nunavut Departments and agencies in achieving all *Turaaqtavut* Mandate goals.*

Strategic Goals

The Board of Governors of Nunavut Arctic College has established four strategic goals in line with this Mandate. The strategic goals will be achieved within the broader context of the vision, guiding principles and priorities of *Turaaqtavut: Our Goals*.

- **Communities: Improving Programs and Services to Communities**

The continuing need for more adult learning opportunities accessible in the communities has been an ongoing priority. Offering a diversity of programs in communities leads to further training for employment.

- **Culture: Building a Culturally Responsive College**

The Board of Governors wishes to ensure that Inuktitut and culture are the foundation for adult learning at Nunavut Arctic College. The Board welcomes partnership opportunities with communities, schools, regional Inuit associations, and industry. The Board of Governors values the participation of Elders in the learning of its Learners. The Board of Governors considers the establishment of bilingual learning environments to be a need and supports the development of bilingual learning materials.

- **Excellence: Achieving Academic Excellence**

The Board of Governors supports appropriate academic standards for all programs. The Board of Governors values entrance standards that recognize the different abilities and accomplishments of adult Learners and exit standards that align with Nunavut's diverse labour market needs as well as the College's post-secondary partners. Recognition of Prior Learning will be incorporated into all programs. All programs are expected to provide appropriate Inuit content, community access, and transition-to-work experiences; and undergo periodic quality review and meet acceptable performance standards. It is an important priority to provide the necessary support to Learners when they attend Nunavut Arctic College. The Board of Governors has made it a priority to ensure that our student

services division receives the necessary resources to provide student services that meet or exceed national standards.

- **Strength: Strengthening College Systems and Operations**

The Board of Governors recognizes its duty to oversee the management of Nunavut Arctic College in the best interests of both the College and Nunavummiut at large, while recognizing its accountability to the Minister. Nunavut Arctic College works with the Financial Management Board to maintain accountability and address any issues raised by the Office of the Auditor General. Nunavut Arctic College continues to work on partnership committees with Government of Nunavut departments to coordinate adult learning and training activities in Nunavut to ensure the wise use of its resources.

ENVIRONMENTAL SCAN

The core business of Nunavut Arctic College is education and training for employment and entrepreneurship. In carrying out its core business, Nunavut Arctic College faces unique challenges and opportunities. Six critical challenges influence future decision-making. Responding to these challenges and turning them into opportunities will shape the strategic direction of Nunavut Arctic College during the coming years.

- **Inuit Language and Culture**

The Board of Governors wishes to build a college that mirrors Nunavut in terms of its adherence to Inuit societal values, culture, and language. This is reinforced by the requirements of the *Inuit Language Protection Act* to deliver bilingual services and training, as well as meeting the demands of the *Education Act* to train bilingual teachers. Nunavut Arctic College will be a key stakeholder in supporting capacity-building initiatives. The transfer of Piquqsilirivvik has enhanced the College's capacity to deliver culturally appropriate programs. This will be further enhanced by the creation of an Inuktitut and Culture Centre of Excellence, which will ensure the efficient use of its existing resources to improve and increase delivery of language and culture programs.

- **Educational Attainment**

Nunavut lags in comparison with the rest of Canada in educational attainment (2012 Aboriginal Peoples Survey). Approximately 42% of Inuit between the ages of 18 to 44 have a high school diploma or equivalency. In addition to this, 26% of Inuit 18 to 44 had a postsecondary credential, such as a certificate, diploma, or degree awarded at the Post-Secondary level.

Lower educational attainment can be seen reflected in lower employment and earnings. There is a pressing need to encourage and enable mature Learners to acquire the academic foundations needed to be successful in higher education and employment. This will focus efforts on community delivery of programs. Federal funding of Adult Basic Education enabled the development and implementation of relevant community program delivery. The continuing Pathways to Adult Secondary School (PASS) Diploma program provides opportunities through distance learning to earn a Nunavut Grade 12 Diploma.

- **Economic Growth**

Specific to labour force development, there is an ongoing employment demand in the construction, mining, and trades industry. Furthermore, there are considerable opportunities in the tourism and traditional arts economies. Additionally, the Government of Nunavut continues to need trained employees to serve Nunavummiut, particularly in finance, health, and education. In contrast to the traditional economy, the emerging economy expects a high school diploma as a basic job entry requirement and college or university for career advancement.

- **Demographics**

Nunavut has Canada's youngest population as well as one of the Nation's fastest growing. On average, the population has been growing by 1.9 percent annual since 2004. In total, the population has grown by 24.2 percent over the last 13 years. As of 2016, the median age of Nunavummiut was 26.1 years, compared to 40.6 years for Canada as a whole. These demographics mean that a significant number of Nunavummiut fall within the College's targeted demographic for career oriented programming.

- **Geography**

Nunavut has the most widely dispersed population in Canada. Nunavut Arctic College's major programs and facilities are centered in four communities – Iqaluit, Rankin Inlet, Cambridge Bay, and Clyde River – comprising approximately 35% of Nunavut's population. The remaining 65% of Nunavummiut have limited access to adult learning through their local Community Learning Centres unless they move to a regional campus. Making more adult learning and training accessible in the communities will reduce the need for Learners and their families to relocate and will enable more Nunavummiut to get the training they need to support future employment and advance their careers. Though distance learning technologies, methodologies, and curriculum exist, current cost and lack of bandwidth limit full Nunavummiut participation in online education.

The Board of Governors views online learning as an opportunity to increase student enrollment as well as improve accessibility to College programs. With the anticipated increase in broadband connectivity, the College is preparing for course offerings and program deliveries in an online manner. In the meantime, the College continues to work with its partners and the Department of Community and Government Services' Informatics Planning and Services Division to mitigate bandwidth issues and find cost effective solutions for the delivery of distance learning.

- **Institutional Development**

The *Nunavut Arctic College Act* came into force in 2011, which further clarifies the responsibilities and authorities of the College. The ability to work with other post-secondary institutions in delivering university courses provides the College with degree granting authority, which positions the College for strong future program delivery in the territory.

INUIT EMPLOYMENT PLAN

Nunavut Arctic College shares the objective of Article 23 of the *Nunavut 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 of Dec. 31, 2017		As of March 31, 2019	
	Capacity %		Capacity %	
Total Department Positions	230.1		248.5	
Total Filled Positions	162	70%	206	83%
Total Vacancies	68.1	30%	42.5	17%
Total Inuit	92	57%	119	58%
Total Executive Positions	2		2	
Total Filled Executive Positions	0	0%	2	100%
Total Vacant Executive Positions	2	100%	0	0%
Total Inuit in Executive Positions	0	0%	1	50%
Total Senior-Management Positions	7		10	
Total Filled Senior-Management Positions	4	57%	9	90%
Total Vacant Senior-Management Positions	3	43%	1	10%
Total Inuit in Senior-Management Positions	2	50%	4	44%
Total Middle-Management Positions	27		28	
Total Filled Middle-Management Positions	21	78%	23	82%
Total Vacant Middle-Management Positions	6	22%	5	18%
Total Inuit in Middle-Management Positions	9	43%	10	43%
Total Professional Positions	125.6		130	
Total Filled Professional Positions	86	68%	108	83%
Total Vacant Professional Positions	39.6	32%	22	17%
Total Inuit in Professional Positions	39	45%	46	43%
Total Paraprofessional Positions	22.5		22.5	
Total Filled Paraprofessional Positions	17	76%	18	80%
Total Vacant Paraprofessional Positions	5.5	24%	4.5	20%
Total Inuit in Paraprofessional Positions	11	65%	15	83%
Total Administrative Positions	46		56	
Total Filled Administrative Positions	34	74%	46	82%
Total Vacant Administrative Positions	12	26%	10	18%
Total Inuit in Administrative Positions	31	91%	43	93%

Capacity

The goal of Nunavut Arctic College is to increase Inuit employment. The focus is on the professional (instructors) category. The professional category is critical because a bilingual learning environment is an urgent need. These positions are difficult to fill because eligible instructors require formal qualifications and positions must be filled before the instructional term begins.

To increase Inuit employment significantly, the attrition rate has to increase and/or the vacancy rate has to decrease. However, increasing the attrition rate would mean losing experienced employees and reducing the quality of our capacity to train Nunavummiut for employment. Therefore, the focus is on reducing the vacancy rate by increasing Inuit employment, particularly in the professional category.

The next critical area is management. However, the factors are different. The executive, senior, and middle management categories have comparatively few vacancies and therefore fewer opportunities for growth in Inuit employment. In the short-term, several Nunavut Arctic College managers will be eligible for retirement, which will create opportunities for increasing Inuit employment through succession planning. For these positions, the college is actively seeking internships through the Sivuliqtiksat Internship Program.

Inuit Employment

In the coming fiscal year, Nunavut Arctic College will strive to make a net increase of 10 additional Inuit employees spread across the College's Middle Management, Professional, Paraprofessional, and Administrative Support Categories. Please note this number factors-in attrition rates among Inuit employees currently at the College. Although there will be an increase in the overall number of Inuit employed by the College equivalent to a roughly 11% increase of current number of Inuit employees within the College, this is not expected to increase overall representation dramatically as the College is also taking steps to significantly increase capacity and decrease the College's overall vacancy rate.

March 31, 2017 Inuit Employment Target Positions – 11

- Nunavut Arctic College has filled one of the target positions with a Inuk and has several positions advertised as “open until filled”. Some non-Inuit have been hired in the target positions on a term basis in order to continue with college programs. Nunavut Arctic College has self-funded a Director, Trades Intern that is currently filled by a Inuk on a two-year internship.

Priorities (2017-2018)

- The College is creating a Manager of Human Resources Intern for a three-year term.
Status: Nunavut Arctic College recently hired an Inuk in the Manager of Human Resources Role.
- The College will continue to post competitions as indeterminate for Nunavut Land Claim Inuit only.
Status: Ongoing

Priorities (2018-2019)

- The College will launch a Nunavut Arctic College foundation to award scholarships and bursaries to Inuit Learners in areas identified as needed in the labour market.
- The College will draft a strategy to actively recruit College Alumni into management and professional positions.

Priorities (2019-2020)

- The College will broker specialized programs to increase capacity at the highest levels of the Institution with a specific focus on Inuit employment.
- The College will draft a strategy to ensure identified Inuit working at the College are taking part in Executive and Intergovernmental Affairs' Mentorship and Leadership training programs in order to strategically build leadership capacity as well as ensure succession planning at the College is in place.

Priorities (2020-2021)

- 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.
- The College will expand the use of restricted competitions.

CORE BUSINESS

The core business of Nunavut Arctic College is training for employment through the delivery of learning and training to adult Nunavummiut. Our goal is building self-reliant communities and families through training and employment.

Nunavut Arctic College's programs and services are accessible from many different locations throughout Nunavut. With the exception of Grise Fiord, of which is currently being designed, there are GN owned Community Learning Centres in all Nunavut communities. The College recognizes the need to review the current state of Community Learning Centres and allocate funds to their renovation and modernization or replacement.

Nunavut Arctic College is continually seeking opportunities to advance opportunities for Nunavummiut in Post-Secondary education. Starting in 2017-18, the College now offers a Law Program in conjunction with the University of Saskatchewan, and this has been added to the Core Business of the College.

Other facilities include Academic Affairs Office in Arviat, the Nunavut Research Institute in Iqaluit, the Igloodik Oral History Research Centre, Piqqusilirivvik Centre in Clyde River, and the regional campuses in Cambridge Bay, Iqaluit, and Rankin Inlet.

The programs and services of Nunavut Arctic College are significantly decentralized. For the purposes of this Business Plan, they are grouped together into nine business lines. The table below includes both Main Estimates core funding of \$37,619 and Third Party funding of \$14,007 for a total College budget in 2017-18 of \$51,626.

	Budget (\$000)			
	2017-18	2018-19	2019-20	2020-21
Inuit Language & Culture	6,863	7,397	7,397	7,397
Community & Distance Learning	9,083	11,739	11,739	11,739
Business Careers & Workforce Development	2,164	1,680	1,680	1,680
Education Careers	7,738	7,089	7,089	7,089
Health & Wellness Careers	4,149	3,992	3,992	3,992
Trades & Technology Careers	4,184	4,007	4,007	4,007
Nunavut Research Institute	2,001	2,945	2,945	2,945
Student Services	5,5518	6,232	6,232	6,232
Administration Services	8,314	9,728	9,728	9,728
Law Program	1,612	1,707	1,908	1,908
Total	51,626	56,516	56,717	56,717

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.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
-----------------	-----------------------	----------------	----------------	----------------	----------------

President’s Office		1,062	1,440	1440	1,440
---------------------------	--	-------	--------------	------	-------

The President’s Office (Iqaluit) supports the Board of Governors and is responsible for the overall direction and management of the College. It includes the new Vice President position, the Manager of Human Resources and the Manager of Policy and Planning. The new Vice President now has oversight responsibility of the Business Services Office and Academic Affairs Office and will be leading the development and management of interdepartmental and partnership opportunities with other post-secondary institutions

Academic Affairs Office		1,025	1,300	1,300	1,300
--------------------------------	--	-------	--------------	-------	-------

The Academic Affairs Office (Arviat) is responsible for program quality assurance, needs assessment, institutional transfer agreements, academic partnerships, and university studies. The

Office is also responsible for college-wide prior learning recognition strategies, professional development, registrar, and library services. The Academic Affairs Office is managed by the Senior Academic Officer.

Curriculum Development 146 **146** 146 146

The Curriculum Development Office (Arviat) reviews all curricula for appropriate Inuktitut and culture content.

Business Services Office 5,079 **5,753** 5,753 5,753

The Business Services Office (Iqaluit) is responsible for the delivery of finance and student services. The Office also has staff in Clyde River, Cambridge Bay, Iqaluit, and Rankin Inlet. The Business Services Office is managed by the Senior Business Officer.

Nunatta Administration 330 **351** 351 351

The Nunatta Administration oversees all operations within the Nunatta Campus and Qikiqtaaluk region.

Kivalliq Administration 308 **371** 371 371

The Kivalliq Administration oversees all operations within the Kivalliq Campus and Kivalliq region.

Kitikmeot Administration 364 **367** 367 367

The Kitikmeot Administration oversees all operations within the Kitikmeot Campus and Kitikmeot region.

Sub-Total, Base Programs	8,314	9,728	9,728	9,728
Total, Programs	8,314	9,728	9,728	9,728

Priorities (2017-2018)

- Explore the feasibility of establishing a Communications/Media program.
Status: Engaged in discussions with Nunavut Film Development Corporation to look at existing curriculum that could be available.
- Review and revise the College's strategic plan.
Status: Board of Governors discussed and prepared a strategy for when the new Government of Nunavut mandate is released.
- Collaborate with the Department of Education on the development of a College-University Partnership to enhance capacity to deliver degree programs in Nunavut.
Status: The College issued an Expression of Interest which was met with 11 responses, 7 institutions were shortlisted to 6 interviews with eligible partners, and through the interview process has narrowed that list to 2 potential partner institutions. The College will ensure the partnership will align with the Turaaqtavut Mandate.

- Implement the College's communications plan.
Status: A draft emergency communications is in plan in place, with a full communications plan to be completed before March 31st, 2018.
- Complete the implementation of the new Student Record System.
Status: Alpha phase of the system went live in August 2017. The system implementation is currently in the 2nd phase of 3.

Priorities (2018-2019)

- The College will improve supports for postsecondary Learners and postsecondary programs that develop the knowledge and skills that we need in Nunavut.
- Provide leadership and support to divisions to ensure that Turaaqtavut priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Draft a comprehensive 10 year strategy to set the direction of the College in accordance with direction from the Board of Governors and the Mandate of the Government of Nunavut.
- Draft the First 5 year Academic Plan that will focus on local skills and trades training and expanding academic programming through a Memorandum of Understanding with a Partner University
- Conduct a needs assessment for the renovation, modernization, or replacement of all existing Community Learning Centres to form the basis of a rolling strategy to update or replace Community Learning Centres.
- Sign a Memorandum of Understanding with a Partner University identified through the College-University Partnership initiative.

Priorities (2019-2020)

- Explore feasibility and funding options for a Continuing Studies Division of the College.
- Explore funding options for the replacement of a learner residence in the campus community with the most demonstrable need outlined by the learner's accommodations assessment.
- Hold comprehensive information sessions on the institution taxonomy with stakeholder departments for the purpose of developing new programs to address labour market priorities.
- Explore options to ensure Phase 2 of the Rankin Trade School meets regional and territorial needs.

Priorities (2020-2021)

- Initiate legislative process to update the Nunavut Arctic College Act.

- Initiate development of a Continuing Studies Division with an emphasis on Inuktitut, Culture, and Entrepreneurship.

Inuit Language and Culture

The Inuit Language and Culture division has both specific program delivery responsibilities and general program quality responsibilities. Its general responsibility is to support and ensure appropriate Inuktitut and culture content in all College programs. Its activities are supported with advice from the Language and Culture Committee.

Objectives

- To lead the building of a culturally responsive college.
- To support the establishment of bilingual learning environments.
- To support the inclusion of appropriate Inuit content in all programs.
- Collect Inuit oral histories.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Language Programs		768	766	766	766
This section includes Inuit language programs such as the Inuit Studies Diploma and Interpreter/Translator Diploma programs.					
Culture Programs		895	882	882	882
This section includes Inuit culture-based programs such as the Jewelry and Metalwork and the Fur Production and Design Diploma programs.					
Oral History Project		291	292	292	292
The Igloodik 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		3,649	3,657	3,657	3,657
The Centre is dedicated to teaching traditional culture, knowledge, life style, skill sets and values, taught in Inuktitut and based on the Inuit Qaujimajatuqangit guiding principles.					
Sub-Total, Base Programs		5,603	5,597	5,597	5,597
Third Party Contracts		1,260	1,800	1,800	1,800
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, Programs		6,863	7,397	7,397	7,397

Priorities (2017-2018)

- Begin delivery of traditional knowledge courses to Government of Nunavut employees.
Status: The College continues progress with Pirurvik. Pirurvik is currently developing the curriculum material for the program.
- Explore the feasibility of delivering specific Piqqusilirivvik programs through Community Learning Centres.
Status: The delivery of Piqqusilirivvik satellite program in Baker Lake was successful, the College currently in negotiation to deliver another program offering in Igloolik.
- Develop new research projects through Piqqusilirivvik and associated publications.
Status: Piqqusilirivvik completed a polar bear unit for publication, and initiated similar units on walrus hunting, kamik making, rope making, and child rearing unity with elders. Publications are done through with NAC media.

Priorities (2018-2019)

- Develop a Summer Institute Program, at Piqqusilirivvik, with a focus on culture, leadership, language, and education in partnership with the Department of Culture and Heritage.
- Initiate change of NAC Media to expand scope to support Inuktut, Culture and Entrepreneurship instructional resources.
- Initiate the development of Piqqusilirivvik satellite programs for communities in the Kitikmeot region.

Priorities (2019-2020)

- Working with Government of Nunavut departments and agencies expand the delivery of Inuktut programming throughout the territory.
- Evaluate Elder-in-residence pilot and begin development of similar programs, in all Nunavut Arctic College Campuses.
- Prepare for relaunch of fur program, including using the program as the first program for review and ensuring elements of Inuktut, Culture, Entrepreneurship-Science Technology, Engineering, and Mathematics are present.

Priorities (2020-2021)

- Relaunch Fur Production program.
- Find and develop mechanisms for transfer agreements to credit based programs for Learners completing the Piqqusilirivvik programs.
- Develop Inuktut Programs for online platform.

Community and Distance Learning

The Community Learning Centres are all staffed with an Adult Educator. They initiate and coordinate programs, support adult Learners, assess community needs, and are the first point of contact for those wanting information or access to College programs and services. Adult Educators offer Adult Basic Education, 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 Foundations program, which prepares Learners for careers in environmental technology and teaching.

The Academic Studies section, based at Nunatta Campus, offers the College Foundation and Office Administration programs. The Distance Learning section delivers the Pathway to Adult Secondary School graduation program throughout Nunavut. The Continuing Education section offers evening classes at Nunatta Campus and coordinates third party contracts.

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.
- Obtain third party funding for community-based delivery of programs other than Adult Basic Education.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Kitikmeot Community Learning Centres		1,033	1,130	1,130	1,130
The College operates Community Learning Centres in Cambridge Bay, Gjoa Haven, Kugaaruk, Kugluktuk, and Taloyoak.					
Kivalliq Community Learning Centres		1,416	1,551	1,551	1,551
The College operates Community Learning Centres in Arviat, Baker Lake, Chesterfield Inlet, Coral Harbor, Rankin Inlet, Repulse Bay, and Whale Cove.					
Qikiqtaaluk Community Learning Centres		2,780	3,091	3,091	3,091
The College operates Community Learning Centres in Arctic Bay, Cape Dorset, Clyde River, Grise Fiord, Hall Beach, Igloolik, Iqaluit, Kimmirut, Pangnirtung, Pond Inlet, Qikiqtarjuaq, Resolute Bay, and Sanikiluaq.					
Academic Studies		595	596	596	596
Based at Nunatta Campus, the College offers the College Foundation and Office Administration programs.					

Pathway for Adult Secondary School	1,119	1,121	1,121	1,121
---	-------	--------------	-------	-------

The Pathway for Adult Secondary School Graduation program provides adult Learners with the option to earn the same Nunavut Secondary School Diploma as those Learners 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	6,943	7,489	7,489	7,489
Third Party Contracts	2,140	4,250	4,250	4,250
Total Programs	9,083	11,739	11,739	11,739

Priorities (2017-2018)

- Enhance industrial and mine training capacity at the regional level in the Baker Lake and the Pond Inlet Community Learning Centres.

Status: This priority has been temporarily suspended pending operational changes.

- Sustain continuous Adult Basic Education programming through the Distance Learning Division.

Status: Online programs delivered across the territory with staff in select communities; additionally a culturally relevant training manual was completed by the College.

- Expand Distance Learning to make select courses from College programs accessible to Learners in all communities.

Status: Portfolio development was developed and piloted, and is currently being revised for February 2018. One course from the College Foundation program is anticipated to be completed by March 2018.

Priorities (2018-2019)

- Expand Adult Basic Education - Academic Studies programming to the Cambridge Bay Campus.

- Integrate learning technologies into more community-based programs using a blended learning model.

- Deliver the Environmental Technology Program in Pond Inlet.

- Work with the Department of Family Services; begin to develop a successor program to the Getting Ready for Employment and Training (GREAT) program.

Priorities (2019-2020)

- Begin delivery of successor program to GREAT program in partnership with the Department of Family Services.
- Explore funding options for Fisheries and Marine Training programs.
- Begin researching alternative funding options for Adult Basic Education programs to ensure continued delivery.

Priorities (2020-2021)

- Conduct a feasibility study for the delivery of all college programs at Community Learning Centres.
- Implement a strategy prepared by Administrative Branch for the continuous review and replacement of Community Learning Centres.

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)	2017-18	2018-19	2019-20	2020-21
Business Programs The principal career programs are the Management Studies certificate diploma and the Office Administration certificate.		984	990	990	990
Sub-Total, Base Programs		984	990	990	990
Third Party Contracts The College supports delivery of training for computer systems technicians, municipal, and government employees.		1,180	690	690	690
Total, Programs		2,164	1,680	1,680	1,680

Priorities (2017-2018)

- Develop an entrepreneurial training program for the private sector, along with a plan for delivery options and funding sources.
Status: The College is exploring a partnership with INDspire to develop an entrepreneurial training program.

- Conduct a review of Management Studies Program curriculum.
Status: Review will be conducted and will take priority in the 2019-2020 academic year.
- Conduct a review of the Bachelors of Business and Accounting pilot projects and partnership with Grant MacEwan University.
Status: Bachelors of Business and Accounting pilot project was completed. The Memorandum of Understanding with Grant MacEwan University has expired. Further work is required and will now be a part of the College –University Partnership initiative.
- Review funding options for the Tourism program with Community Programs division.
Status: As part of industry sector consultations, funding options have been reviewed.
- Deliver a training program on the hospitality sector.
Status: To support training and programming on the hospitality sector the College delivered the Culinary Arts Certificate Program in Cambridge Bay.

Priorities (2018-2019)

- Continue work on the creation of the Entrepreneurship training program
- Initiate stakeholder meetings regarding the Management Studies curriculum.

Priorities (2019-2020)

- Continue work on the distance delivery options of the Entrepreneurship Training Program.
- Prepare for online course delivery of Management Studies Program.

Priorities (2020-2021)

- Pilot online course delivery of Management Studies Program.

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)	2017-18	2018-19	2019-20	2020-21
Teacher Education		2,961	2,943	2,943	2,943
<p>The Nunavut Teacher Education Program trains bilingual elementary and middle school teachers in partnership with the University of Regina. The full B.Ed. program is offered at Nunatta Campus, as well as a Degree after Education Program for individuals who already hold an undergraduate degree. This funding supports the Nunavut Teacher Education Program in Iqaluit, Rankin Inlet, Clyde River, Sanikiluaq, Pond Inlet, Kugaaruk, and Taloyoak. College Foundations is taking place in Gjoa Haven and Baker Lake.</p>					
Early Childhood Education		1,916	1,886	1,886	1,886
<p>The Nunavut 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 Pond Inlet; and a workplace-based Applied ECE Certificate delivered to childcare workers in designated communities throughout Nunavut.</p>					
Sub-Total, Base Programs		4,877	4,829	4,829	4,829
Third Party Contracts		2,861	2,260	2,260	2,260
<p>The funding supports the delivery of the Nunavut Teacher Education Program in Cape Dorset, Kugaaruk, Hall Beach, Pond Inlet, Clyde River, Arviat, and Sanikiluaq.</p>					
Total, Programs		7,738	7,089	7,089	7,089

Priorities (2017-2018)

- Commence delivery of the enhanced Nunavut Teacher Education Program in all three regions.
Status: Nunavut Teacher Education Program is currently being delivered in all 3 regions of the territory.
- Deliver pilot Early Childhood Education courses for early childhood education directors.
Status: Pilot of applied Early Childhood Education is being delivered in Coral, Rankin, Arviat, and Cambridge Bay.
- Continue plans to deliver a Master of Education degree program.
Status: Determined best course of action to link to the College-University Partnership initiative.
- Assess and begin delivering a Student Support Assistant program on behalf of the Department of Education.
Status: Core competencies have been identified with curriculum development and program planning is in the preliminary phases.

Priorities (2018-2019)

- Increase the number of specialized education support programs delivered by the Nunavut Arctic College in partnership with the Department of Education.

- Draft strategic plan for future delivery of Applied Early Childhood Education program.
- Complete a review of the Nunavut Teachers Education Program and begin implementation of the recommendations.
- Commence delivery of the Nunavut Teacher Education Program in Gjoa Haven once completed delivery in Taloyoak.

Priorities (2019-2020)

- Assess the effectiveness of the delivery of Nunavut Teacher Education Programs in all three regions.
- Continue the development and delivery of specialized education support programs in partnership with the Department of Education.
- Expand community offerings of the Nunavut Teacher Education Program.

Priorities (2020-2021)

- Prepare for the pilot of online distance education courses for Nunavut Teacher Education Program and Early Childhood Education program.
- Continue to implement recommendations from the Nunavut Teacher Education Program assessment.

Health and Wellness Careers

The principal career programs of this division are the Social Services Worker and the Nursing Degree. These offerings are overseen by the Health and Family Services Partnership Committees with the Departments of Health and Family Services, which coordinates the training and employment of graduates.

Objectives

- To train qualified candidates for employment in improving the health and wellness of Nunavummiut.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Nursing Degree Program		2,082	2,079	2,079	2,079
Nunatta Campus offers four years of a B.Sc. in Nursing in partnership with Dalhousie University.					
Social Services Worker Program		1,467	1,313	1,313	1,313
The Kitikmeot Campus offers the Social Services Worker Program.					

Sub-Total, Base Programs	3,549	3,392	3,392	3,392
Third Party Contracts	600	600	600	600
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 Home & Continuing Care Workers.				
Total, Programs	4,149	3,992	3,992	3,992

Priorities (2017-2018)

- Review and revise science curriculum to better support Learners preparing for the Pre-Nursing and Nursing programs.
Status: Review was completed in Fall 2017, and subject matter gaps were identified.
- Review initial offering of the Pre-Nursing program and update the curriculum as necessary.
Status: Review of the Pre-Nursing program was completed. The College met with Algonquin College for bulk curriculum purchase to address identified gaps.
- Offer year one of the new Social Services Worker Diploma program.
Status: Completed with new diploma program offered in Cambridge Bay.

Priorities (2018-2019)

- Create training opportunities for practicing Nunavut Nurses to ensure the College provides adequate support.
- Prepare for delivery of Social Services Worker diploma in Iqaluit.

Priorities (2019-2020)

- Enhance the Simulator Lab for the Nursing Program to supplement clinical placements hours using Dalhousie’s model of instruction.
- Deliver Social Services Worker diploma program in Iqaluit.
- Secure University partner for Bachelor of Social Work. This is anticipated to be through the College-University Partnership file.

Priorities (2020-21)

- Draft strategy for blended delivery model of Pre-Nursing program in the communities.

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)	2017-18	2018-19	2019-20	2020-21
Trades Programs		4,034	4,007	4,007	4,007
Trades and technology career offerings are as follows:					
Sub-Total, Base Programs		4,034	4,007	4,007	4,007

Third Party Contracts

150

Third party trades related program contributions from the mining sector, Nunavut Housing Corporation, Municipal Training Organization, Qulliq Energy Corporation and regional Inuit organizations.

Total, Programs		4,184	4,007	4,007	4,007
------------------------	--	-------	--------------	-------	-------

Priorities (2017-2018)

- Consult with business stakeholders to ensure that program delivery is meeting their requirements.
Status: The College conducted multiple meetings with Mining sector, construction sector, Community and Government Services, municipal governments, hospitality sector, and transportation sector. Additionally, the College completed recommended adaptations from these meetings to existing program areas and new course offerings.
- Ensure accreditation for a Level 3 Apprenticeship Electrician program.
Status: Started this academic year and currently in progress.
- Prepare for accreditation of the following programs: Oil Burner Mechanic, Trades Qualification, Construction, Electrician, Plumbing, Housing Maintainer, and Carpentry.
Status: Currently in the 3rd year accreditation cycle for all Trades offerings with the exception of electrician and carpentry.

Priorities (2018-2019)

- Develop an internal accreditation plan for apprenticeship and pre-apprenticeship programs for the following: Welder, Heavy Duty Equipment Technician, and Automotive Technician Programs.

Nunavut Arctic College

- Replicate the pilot in Naujaat of the heavy equipment operator module course in other communities.
- Familiarize Learners with Skills National Competition.
- Develop territorial strategy for modular delivery of career oriented programming, particularly around local skills and trades in the Communities.

Priorities (2019-2020)

- Offer the Pre-Apprenticeship Cook program in Rankin Inlet and seek recertification for the program.
- Complete Program Review standards and associated curriculum for the Housing Maintainer program.
- Enter a Nunavut Arctic College team into the National Skills competition.
- Deliver the first modular program as a pilot project in a non-campus community.

Priorities (2020-2021)

- Work with Formal Sector Advisory groups, conduct labor market research to facilitate a feasibility study to focus development of other trades and technology programs relevant to the territory.

Nunavut Research Institute

Nunavut Research Institute is the lead agency for science, research, and technology development in Nunavut. It is mandated to liaise and coordinate broad-scale science projects in Nunavut and plays a key role in the development of northern research. It is managed by the Senior Research Officer, who is also the Science Advisor for Nunavut.

Objectives

- To provide leadership in developing, facilitating and promoting traditional knowledge, science, and technology as a resource for Nunavummiut.
- To license all qualified research projects in Nunavut not regulated under the *Wildlife Act* or by archeological site regulations.
- To put Nunavut research into the hands of Nunavummiut.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Nunavut Research Institute		952	945	945	945

Nunavut Research Institute is responsible for licensing all research projects, which fall under the *Scientists Act*. It also provides logistical support to researchers.

Environment Technology	649	900	900	900
The Institute delivers the Environmental Technology Diploma in Iqaluit.				
Sub-Total, Base Programs	1,601	1,845	1,845	1,845
Third Party Contracts	400	1,100	1,100	1,100
Funding supports activities for science education.				
Total, Programs	2,001	2,945	2,945	2,945

Priorities (2017-2018)

- Collaborate with the Canadian High Arctic Research Station to build research capacity in Nunavut.
Status: Conducted monthly telephone conversations with the Canadian High Arctic Research Centre regarding research capacity which led to the delivery of the Environmental Technology Program in Cambridge Bay to build local capacity to conduct research.
- Establish Nunavut Research Institute as Nunavut's primary center of expertise for water research.
Status: Completed proposal for a waste water facility in Iqaluit.

Priorities (2018-2019)

- Establish research pillars to guide Nunavut Research Institute in determining applied research projects.
- Develop new research licensing guidelines for the Scientist Act, to reflect regulatory changes resulting from implementation of the *Nunavut Project Planning and Assessment Act*.
- Make recommendations for revisions to the *Nunavut Scientist Act*.
- Secure a full time technician and additional instructor to support expanded research and training programs.

Priorities (2019-2020)

- Host research opportunities in renewable and non-renewable energy resource development options for the Arctic to support the long term benefit of Nunavummiut.
- Attain funding and recruit 3 scientist PYs to increase made in Nunavut contributions to international research as well as increasing research opportunities for Inuit youth in the natural sciences.

Priorities (2020-2021)

- Work with stakeholder departments to implement **Inuktut, Culture, Entrepreneurship - Science, Technology, Engineering and Mathematics** in College programming.

- Publish first of Nunavut Science Now in collaboration with NAC Media.
- Work to expand the Environmental Technology Program.

Student Services

Student Services includes residences, cafeteria, counseling, transportation, recreation, daycare, and security at the regional campuses. Student Services is spread over the three regional campuses and managed by the respective Deans, except for library services, which are managed by the Senior Academic Officer.

Objectives

- To enhance the quality of student life and academic success by addressing the social, personal, recreation, and accommodation needs of Learners.
- To bridge the gaps between Learners, staff, campus, and community resources.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Kitikmeot Campus		540	544	544	544
Kitikmeot Campus has 20 student family housing units and accommodations for 20 single Learners. It also has a daycare.					
Kivalliq Campus		1,052	1,223	1,223	1,223
Kivalliq Campus has 12 student family housing units and accommodations for 44 single Learners. It also has a daycare and limited recreation activities on-campus.					
Nunatta Campus		3,926	4,465	4,465	4,465
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 accommodation for 42 single Learners.					
Total, Base Programs		5,518	6,232	6,232	6,232

Priorities (2017-2018)

- Provide Learners in regional campuses with language and culture based programs from Piquusilirivvik.

Status: The College introduced culture days which include cultural activities, piloted an Elder-in-residence in Iqaluit, Elder instructors are in place in Piquusilirivvik, the College launched land program pilot program in Iqaluit from grant with Culture and Heritage, and introduced a parka making program.

- Continue to review and update student service policies.
Status: The College's Senior Education Team struck committee working groups to review policies to incorporate Inuit Societal Values into all College policies. Non-Academic policies have been compiled into a Student Code of Conduct; scheduled completion for release is March 31st, 2018.
- Implement revised policies and provide training throughout the campuses.
Status: Revision of policies and implementation of training throughout the campuses will follow the release of the revised Student Code of Conduct.
- Review and update protocols across all campuses to ensure consistency in delivery of services.
Status: Review completed and protocols will be moved to a wraparound learner services model.

Priorities (2018-2019)

- Implement revised protocols and provide training throughout the campuses for Security staff.
- Complete a comprehensive learner focused policy revision to improve supports for postsecondary Learners.
- Conduct a needs assessment of learner supports at all the three regional campuses and Community Learning Centres.
- Conduct a needs assessment of learner accommodations at all three regional campuses.

Priorities (2019-2020)

- Work to enhance student services in at the regional campus with the most needs as demonstrated by the learner supports needs assessment.
- Develop a Strategy on Learner Services in order to standardize learner services throughout the campuses and Community Learning Centres.
- Explore funding options to expand learner accommodations in the community demonstrated as most in need by the learner accommodations assessment.

Priorities (2020-21)

- Implement a Learner Services model.

Law Program

The Law Program is a four-year program that will provide Learners with a Juris Doctor degree. The degree will allow graduates to practice law anywhere in Canada once admitted to the jurisdictions Bar Association.

Objectives

- To provide Nunavummiut with access to training in Nunavut that will lead to a Juris Doctorate.
- Focus on leading Learners to understand, examine, apply, and critique legal doctrine, systems, and processes.
- To provide opportunities for Nunavummiut to explore both traditional and southern perspectives on law.

Programs	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
Law Program		1,612	1,707	1,908	1,908
The Law Program offers a Juris Doctorate in Law through a partnership with the University of Saskatchewan.					
Sub-Total, Base Programs		1,612	1,707	1,908	1,908
Total, Programs		1,612	1,707	1,908	1,908

Priorities (2017-2018)

- Complete the Course Planning and initiate Year 1 of the Law Program.
Status: First Semester of the Law program completed with 100% retention rate.

Priorities (2018-2019)

- Review Year 1 and initiate Year 2 of the Law Program.

Priorities (2019-2020)

- Review Year 2 and initiate Year 3 of the Law Program.
- Conduct a Feasibility study for a Third Delivery of a Law Program.

Priorities (2020-2021)

- Review Year 3 and initiate Year 4 of the Law Program.

College	Budget (\$000)	2017-18	2018-19	2019-20	2020-21
College Sub-total, Base Programs		43,035	45,816	46,017	46,017
College Sub-total, Third Party		8,591	10,700	10,700	10,700
College Total, Programs		51,626	56,516	56,717	56,717

APPENDIX I: PROGRAM DELIVERY SUMMARY

Inuit Language and Culture – Nunatta Dean 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 – Kivalliq Dean Responsibility

	Certification	Qikiqtaaluk	Kivalliq	Kitikmeot
Pathway for Adult Secondary School	ROA	•	•	•
Get Ready for Education and Training	ROA	•	•	•
Adult Basic Education	ROA	•	•	•
Pre-Trades	ROA	•	•	•
College Foundations	Certificate	•	•	•
Nunavut Fisheries and Marine Training	Transport	•		

Business Careers and Work Force Development – Kitikmeot Dean Responsibility

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Management Studies	Certificate		•	
Management Studies	Diploma		•	
Office Administration	Certificate	•	•	
Computer Systems Technician	Diploma	•		

Education Careers – Nunatta Dean Responsibility

	Certification	Qikiqtaaluk	Kivalliq	Kitikmeot
Nunavut Teacher Education Program	Degree	•	•	•
Early Childhood Education	Diploma	•		•
Applied Early Childhood Education	Certificate	•	•	
Student Support Assistant	Certificate			

Health and Wellness Careers – Kitikmeot Dean Responsibility

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Arctic Nursing Program	Degree	•		
Pre-Nursing	Certificate	•		
Social Services Worker Program	Diploma			•

Trades and Technology – Kivalliq Dean Responsibility

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Pre-apprenticeship - Carpenter	Certificate		•	•
Apprenticeship Carpenter – Level I				
Apprenticeship Carpenter – Level II				
Apprenticeship Carpenter – Level III				
Apprenticeship Carpenter – Level IV				
Pre-apprenticeship – Housing Maintainer	Certificate			
Apprenticeship Housing Maintainer – Level I				
Apprenticeship Housing Maintainer – Level II				
Apprenticeship Housing Maintainer – Level III				
Pre-apprenticeship – Electrician	Certificate		•	
Apprenticeship Electrician – Level I				
Apprenticeship Electrician – Level II				
Pre-apprenticeship - Plumber	Certificate		•	
Apprenticeship Plumber – Level I			•	
Apprenticeship Plumber – Level II			•	
Pre-apprenticeship – Oil Heat Service Technician	Certificate		•	
Pre-apprenticeship – Oil Heat Service Technician – Level I			•	
Pre-apprenticeship – Oil Heat Service Technician – Level II				
Pre-apprenticeship – Oil Heat Service Technician – Level III			•	
Pre-Apprentice 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.			

Nunavut Research Institute – Environmental Technology Program

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Environmental Technology Program	Diploma	•		•

Law Program – Nunatta Dean Responsibility

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Law Program	Juris Doctor	•		

APPENDIX II: FINANCIAL SUMMARY

Branch	2017-2018 Main Estimates		2018-2019 Main Estimates		2019-2020 Planned		2020-2021 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
HEADQUARTERS								
Compensation & Benefits	3,937	21.0	3,156	25.0	3,156	25.0	3,156	25.0
Grants & Contributions	-		-		-		-	
Other O&M	1,362		2,731		2,731		2,731	
Subtotal	5,299		5,887		5,887		5,887	
NUNAVUT RESEARCH INSTITUTE								
Compensation & Benefits	1,377	9.5	1,508	10.5	1,508	10.5	1,508	10.5
Grants & Contributions	-		-		-		-	
Other O&M	473		1,287		1,287		1,287	
Subtotal	1,850		2,795		2,795		2,795	
REGIONAL CAMPUSES								
Compensation & Benefits	28,418	200.1	29,881	213.0	29,881	213.0	29,881	213.0
Grants & Contributions	-		-		-		-	
Other O&M	16,059		17,893		18,094		18,083	
Subtotal	44,477		47,774		47,975		47,964	
TOTAL FUNDED	51,626	230.6	56,516	248.5	56,717	248.5	56,706	248.5
Less: Other Source Funding	(14,007)	(26.6)	(18,382)	(36.5)	(18,382)	(36.5)	(18,382)	(36.5)
Total	37,619	204.0	38,134	212.0	38,335	212.0	38,324	212.0

**DISTRIBUTION OF OPERATION AND MAINTENANCE BUDGET
– ALL SOURCES**

	Headquarters	Qikiqtaaluk	Kivalliq	Kitikmeot	Total
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Compensation and Benefits	3,216	20,660	7,420	3,309	34,605
Grants and Contributions	-	-	-	-	-
Travel and Transportation	340	1,532	135	183	2,190
Materials and Supplies	42	1,389	189	131	1,751
Purchased Services	40	643	129	25	837
Utilities	20	278	-	8	306
Contract Services	941	10,255	1,289	1,197	13,682
Fees and Payments	518	1,468	45	19	2,050
Other Expenses	830	160	85	20	1,095
Total Operations and Maintenance	5,947	36,385	9,292	4,892	56,516

NUNAVUT BUSINESS
ᓄᓐᓂᓯ ᓐᓴᓯᓄᓐᓂᓐᓂᓐᓂᓐ



CREDIT CORPORATION
ᓂᓐᓂᓯᓐᓂᓐᓂᓐᓂᓐᓂᓐ

"Lender of Northern Opportunity"

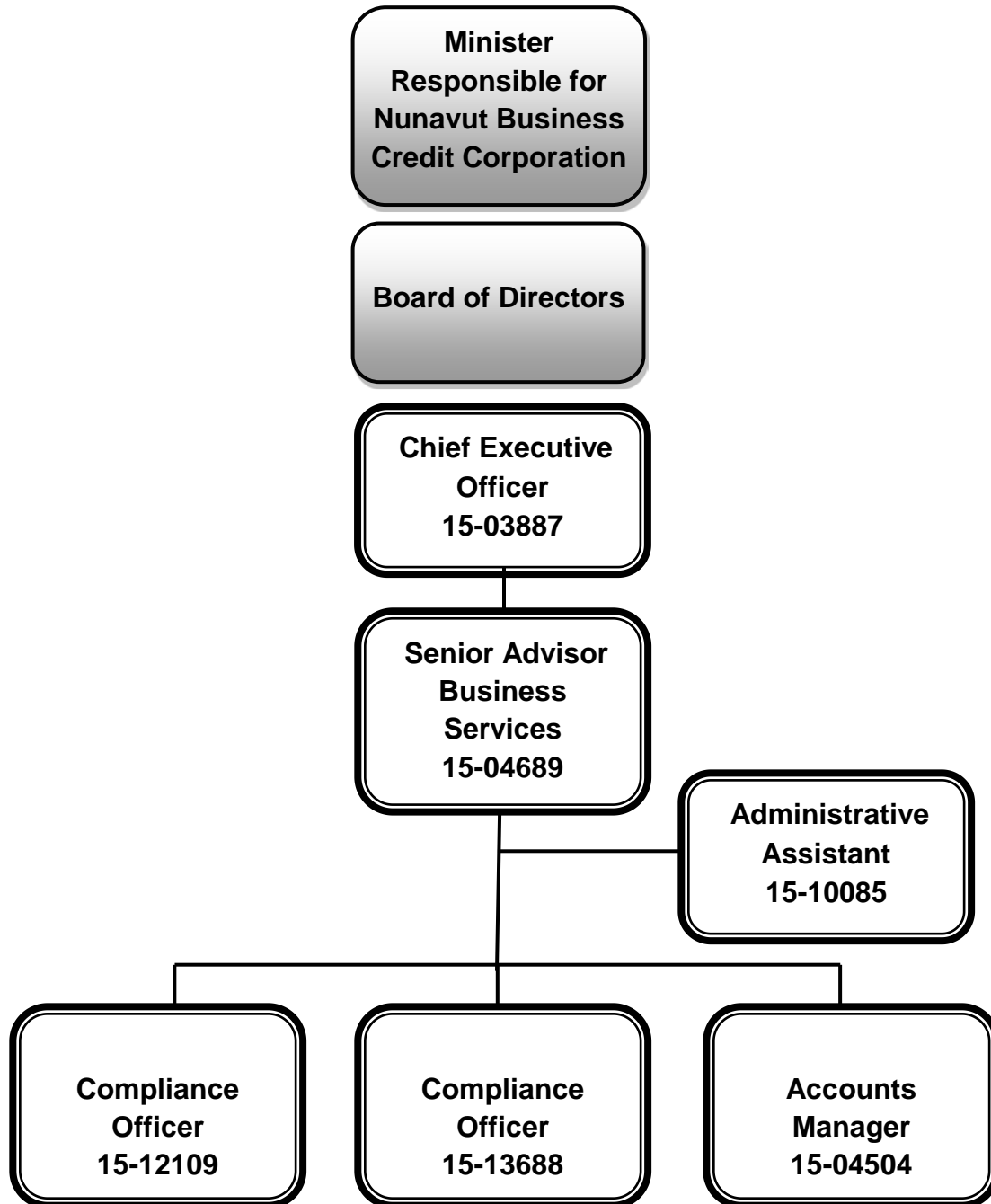
Nunavut Business Credit Corporation

will be the

financial solutions provider of choice

to Nunavut's business community.

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. 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 for the NBCC (Minister Responsible). The Board directs the business of the Corporation by exercising the powers and performing the duties of the Corporation in accordance with the written directions and policy guidelines established or issued by the Minister Responsible.

Based in Iqaluit, Nunavut, NBCC is managed by the Corporation's Chief Executive Officer (CEO), who is appointed by the Minister Responsible for NBCC in consultation with the Board. The CEO supervises, manages, and directs the business of the Corporation in performing its duties. All employees of NBCC are members of the public service of the GN and are bound by the *Public Service Act*.

NBCC has five employees who report directly or indirectly to the CEO. The Senior Advisor, Business Services manages the Corporation's lending portfolio and ensures the proper due diligence of the Corporation in performing its duties with the assistance of a four-person support staff 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. The majority of NBCC's clients are established businesses looking to expand or better establish themselves in their markets. NBCC also accepts applications for new businesses.

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, *Turaaqtavut*, 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, to provide much-needed financial services that are unavailable through traditional banking channels. 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. All three MOUs were renewed in 2016/2017.

NBCC continues to work on formalizing a relationship with Kivalliq Business Development Centre.

In addition, there is close collaboration with NBCC's sister territorial corporation, Nunavut Development Corporation, which provides equity funding to Nunavut businesses.

TURAAQTAVUT

NBCC supports the GN's vision of *Turaaqtavut* through its approach to economic development.

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 *Turaaqtavut*, 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.

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 also provides a wealth of opportunity for local businesses to participate in Nunavut's burgeoning resource sector by providing on-the-ground logistics and support services.

In focusing its energies on supporting community-based sustainable economies, NBCC will achieve its primary mandate to foster opportunities for Nunavummiut. NBCC also recognizes the need to forge strategic partnerships and work together with other economic development organizations to achieve a greater quality of life for Nunavummiut overall.

ENVIRONMENTAL SCAN

A SOLID FOUNDATION

Some of the Corporation's Board members are in their third and fourth 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 83% 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 Nunavut economy is positive for the next year as four mines are expected to be operational by 2020. A year ago, the outlook for the Nunavut economy was a downturn, caused primarily by lower commodity prices in the mining sector.

The Conference Board of Canada expects that mining will advance 23.7% next year due to planned production increases and the opening of TMAC Gold's Hope Bay mine. Production is also expected to begin at Agnico Eagle Mines' Meliadine mine in 2019 and at the Amaruq deposit in 2020.

The Nunavut economy was expected to be doubly impacted last year as the construction industry, which accounted for about 13% of the territory's economic activity, was also experiencing slower activity as a result of the development phase of the Mary River mine being completed. However, for the upcoming year construction will rebound, but will subtract from employment and GDP each year for the rest of the decade as large projects, such as the Canadian High Arctic Research Station, wind down. These large construction projects will be offset by the start of construction at Agnico Eagle Mines' new mining facilities in Rankin Inlet.

A number of these mines (TMAC Gold, Agnico Eagle Mines, and Baffinland Iron Mines) have Inuit Impact and Benefits Agreements associated with them that provide opportunities for Inuit businesses. In addition, the Government of Nunavut and Agnico Eagle Mines in September 2017 signed a Memorandum of Understanding that identifies 10 priority areas for collaboration.

The Government of Nunavut and Kitikmeot Inuit Association also jointly submitted a project proposal on the Grays Bay Road and Port (GBRP) to the Nunavut Impact Review Board. Once completed, the GBRP will be the only deep sea port in the Central Arctic.

There is concern amongst northern mining companies that a potential carbon tax will add cost because diesel is the only means of energy production. This may discourage future mining investment.

The Government of Nunavut's new Nunavummi Nangminiqagtunik Ikajuuti (NNI) policy came into effect on April 1, 2017. The full impact of the changes will likely not be known for a while.

The Government of Nunavut's capital plan continues to be constant at about \$200 million.

With the end of code share, airfares have increased, which has impacted the tourism, hospitality, and the arts and crafts sectors. It is not known at this time what impact, if any, the study being commissioned by the Government of Nunavut on how to proceed with duty travel and medical travel will have on airfares.

Although the fisheries industry is only a small proportion of Nunavut's economy, it is one of the fastest growing sectors. Commercial fishing activities currently include turbot, shrimp, and Arctic char. Attempts are being made to add clams to the list.

The real estate market softened up in Iqaluit last year to the point where it recorded its lowest sales of homes. With interest rates increasing and a new Government of Canada stress test to qualify for mortgages, this will likely remain the case for a while. In Rankin Inlet and Cambridge Bay, the real estate market continues to be active due to an undersupply of housing.

The rental market in Iqaluit may be undersupplied at the moment due the purchase by Nunavut Housing Corporation of a significant number of units. Construction has started on new rental units, which should replace those purchased by Nunavut Housing Corporation.

New technologies, alternative energy, and research activity will bring different business opportunities to Nunavut. Support services will be required for research activity, which may encourage entrepreneurs to start-up new businesses.

The consensus amongst economists in the fall of 2016 was that the Bank of Canada would hold steady on interest rates until at least 2018. In 2017, there have been two increases on interest rates of 0.25% each.

INUIT EMPLOYMENT PLAN

Nunavut Business Credit Corporation	As of Dec. 31, 2017		As of March 31, 2019	
	Capacity %		Capacity %	
Total Department Positions	6		6	
Total Filled Positions	5	83%	5	83%
Total Vacancies	1	17%	1	17%
Total Inuit	2	40%	2	40%
Total Executive Positions	0		1	
Total Filled Executive Positions	0	0%	1	100%
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 Professional Positions	1		3	
Total Filled Professional Positions	1	100%	3	100%
Total Vacant Professional Positions	0	0%	0	0%
Total Inuit in Professional Positions	0	0%	2	67%
Total Paraprofessional Positions	1		0	
Total Filled Paraprofessional Positions	1	100%	0	0%
Total Vacant Paraprofessional Positions	0	0%	0	0%
Total Inuit in Paraprofessional Positions	0	0%	0	0%
Total Administrative Positions	3		1	
Total Filled Administrative Positions	2	67%	0	0%
Total Vacant Administrative Positions	1	33%	1	100%
Total Inuit in Administrative Positions	2	100%	0	0%

CAPACITY

NBCC is committed to increasing its Inuit employment levels to representative levels in accordance with Article 23 of the *Nunavut Agreement*. In 2015-16 NBCC achieved Inuit employment of 40% (excluding one vacancy at the time).

NBCC follows established GN recruitment and hiring practices to ensure qualified Inuit are appropriately considered as vacancies become due. There is a vacant administrative position, but at this time, the workload 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 (i.e. business lending and related competencies such as business valuation). This practice reinforces on-the-job experience and increases the prospect of Inuit employees to advance into management or executive roles.

2017/2018 INUIT EMPLOYMENT PRIORITIES

1. Staff will continue to take courses offered by the Aboriginal Financial Officers Association.

Status: *Although staff did not take courses offered by the Aboriginal Financial Officers Association in 2017/2018, one of the Compliance Officers took three courses from Algonquin College towards a Certificate in Accounting and started a fourth course that will be completed in 2018/2019.*

2. Staff will take the Canadian Securities Course.

Status: *Because of the time commitment required to complete the courses from Algonquin College, this priority has been deferred.*

3. Staff will continue with the debt financing and business valuation training.

Status: *Because of the time commitment required to complete the courses from Algonquin College, this priority has been deferred.*

2018/2019 INUIT EMPLOYMENT PRIORITIES

1. Staff will continue to take courses offered by Algonquin College towards obtaining a Certificate in Accounting.
2. Identify opportunities for Inuit internships and seek appropriate funding.

2019/2020 INUIT EMPLOYMENT PRIORITIES

1. Recruit and hire Inuit for the internship position(s) identified.

2020/2021 INUIT EMPLOYMENT PRIORITIES

1. Commence internship of Inuit hired.

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.

ACHIEVEMENTS

In the last several years, NBCC has:

- ✓ Increased its loan portfolio
- ✓ Increased the number of sectors funded
- ✓ Met all statutory requirements for its annual report and enhanced disclosure in it
- ✓ Implemented communication strategies to reach stakeholders through a multi-pronged approach including onsite meetings, informative newsletters, and an updated corporate website
- ✓ Visited every community in Nunavut
- ✓ Provided interactive educational presentations at various trade shows and schools, which have included youth. Although presentations are about starting a business, the focus is on financial literacy and numeracy

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 \$1 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. 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 \$1 million dollars.

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.

As NBCC cannot fulfill loan requests exceeding \$1 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. However, there is no BDC office in Nunavut to directly provide service to clientele in the Territory. In recent discussions with BDC, it has indicated that it is examining options to provide services in Nunavut. During 2017/2018, the Corporation jointly with BDC provided funding to a client.

NBCC has a good working relationship with First Nations Bank of Canada (FNBC), which is 17.66% owned by Atuqtuarvik Corporation (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 2018-2019 TO 2020-2021

	ACTUAL 2016-2017	BUDGET 2017-2018	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021
Revenues					
Interest Income on Loans Receivable	1,138,308	1,200,000	1,200,000	1,260,000	1,320,000
Interest expense on advance from GN	-174,173	-150,000	-400,000	-400,000	-400,000
	964,135	1,050,000	800,000	860,000	920,000
Add: Recovery of losses on impaired loans/accrued liabilities					
Less: Provision for Losses on Impaired Loans	-150,376	-250,000	-150,000	-150,000	-150,000
Net Income from Lending	813,759	800,000	650,000	710,000	770,000
Other interest income	32,562	30,000	32,000	32,000	32,000
Total Income	846,321	830,000	682,000	742,000	802,000
Expenses					
Amortization	17,203	20,000	23,000	16,000	11,000
Loan administration expense	576	10,000	1,000	1,000	1,000
Salaries and benefits	828,246	1,000,000	1,000,000	1,000,000	1,000,000
Advertising and promotion	66,072	60,000	60,000	60,000	60,000
Professional development	23,264	50,000	25,000	25,000	25,000
Professional fees & expenses	121,698	130,000	110,000	110,000	110,000
Travel	191,605	100,000	70,000	75,000	75,000
General & Administrative	36,945	75,000	30,000	35,000	35,000
Board meetings	47,831	50,000	50,000	50,000	50,000
Board honorarium	21,925	35,000	35,000	35,000	35,000
Facility rental	92,036	100,000	100,000	100,000	100,000
Loss on disposal of fixed assets	4,890				
Total Expenses	1,452,291	1,630,000	1,504,000	1,507,000	1,502,000
Earnings before other items	-605,970	-800,000	-822,000	-765,000	-700,000
Other					
Administrative Contribution from GN	700,000	700,000	700,000	700,000	700,000
In-kind from GN	172,739	160,000	173,000	173,000	173,000
Third party government contracts	66,499				
Total Contribution	939,238	860,000	873,000	873,000	873,000
Net comprehensive income (loss)	333,268	60,000	51,000	108,000	173,000
		Forecast	Forecast	Forecast	Forecast
Loan Portfolio		25,000,000	25,000,000	25,000,000	25,000,000
Performing Loan Balance		20,000,000	20,000,000	21,000,000	22,000,000
Increases in Loan Portfolio by year		1,000,000			
Increases in Performing Loan Balance by year			1,000,000	1,000,000	1,000,000
Average Loan Interest Rate		6.0%	6.0%	6.0%	6.0%
Average Interest Rate on Advance from GN		0.6%	1.6%	1.6%	1.6%
Average Interest Rate Earned on Cash Balance of \$2,000,000		0.6%	1.6%	1.6%	1.6%

PRIORITIES FOR 2017-2018

1. Commence revisions to policies and procedures based upon the review from 2016-2017 and continue the review of other policies and procedures.

Status: *Revisions and updates have been made to the Credit Management Manual. The Accounting and Finance Manual will be updated and early adoption of the Government of Nunavut's Financial Administration Manual for territorial corporations, which is currently being developed by a working group of Government of Nunavut officials, has occurred. The Administration and Conduct Manual will be replaced by the appropriate directives issued by the Government of Nunavut. Continue work on assessing means of engaging youth in developing small business opportunities.*

2. Continue work on assessing means of engaging youth in developing small business opportunities.

Status: *During the 2017 Kivalliq Trade Show, the Corporation was one of the presenters at the Youth Entrepreneur Program mini-workshops.*

3. Assess how the Corporation's website can be improved, including the addition of a Board of Directors portal.

Status: *Revisions to the Corporation's website have commenced. The appropriate solution for a Board of Directors portal is still being investigated.*

4. Determine areas where Inuktitut can be incorporated into the Corporation's operations.

Status: *The Corporation, as part of the website improvements, is ensuring that website content to the extent possible contains Inuktitut versions.*

5. Assess areas for additional Board professional development and training.

Status: *The Board has identified areas for professional development and training, which will be coordinated, as much as possible, during in-person Board of Directors meetings.*

PRIORITIES FOR 2018-2019

1. Finalize revisions to the Corporation's policies and procedures.
2. Determine timelines and begin implementing improvements to the Corporation's website, which include an online (fillable) application process for clients.
3. Determine how to incorporate Inuktut into the Corporation's operations and proceed to do so.
4. Initiate discussions with Baffin Business Development Corporation, Kitikmeot Community Futures Inc., and Atuqtuarvik Corporation on renewals of Memorandums of Understanding.
5. Hire a facilitator to help prepare an updated strategic plan for 2019 – 2022.
6. Review the *Nunavut Business Credit Corporation Act* for potential updates.

PRIORITIES FOR 2019-2020

1. Finalize and sign renewed Memorandums of Understanding with Baffin Business Development Corporation, Kitikmeot Community Futures Inc., and Atuqtuarvik Corporation.
2. Finalize improvements to the Corporation's website and thereafter maintain it on an ongoing basis.
3. Commence implementation of the Corporation's updated strategic plan.
4. Prepare recommendations for amendments to the *Nunavut Business Credit Corporation Act*.
5. Begin the development of an updated communications plan.

PRIORITIES FOR 2020-2021

1. Commence implementation of the updated communications plan.
2. Find opportunities to engage youth through presentations on literacy and numeracy.
3. Provide educational workshops on financial literacy, lending, and business management as opportunities arise.



ᓄᓇᓅᓃ ᐱᓄᓃᓕᐸᐸᓕᓂᓴᓴᓄᓃᓃ ᓄᐸᐸᓂᓴᓴᓄᓃᓃ
NUNAVUT DEVELOPMENT CORPORATION
LA CORPORATION DE DÉVELOPPEMENT DU NUNAVUT
NUNAVUNMI PIVALLIAJJUTIKHALIRINIRMUT KUAPURIISINGAT

Nunavut Development Corporation

2018/2019

Corporate Plan

Table of Contents

Item	Page
□ Purpose & Mission	3
□ Accounting Structure	4
□ Inuit Employment Plan	5
□ Turaaqtavut	7
□ Operations	7
□ Critical Issues and Challenges	8
□ Objectives and Strategic Approaches	9-10
□ NDC's Subsidiary Companies	11-13
□ Measures of Success – Efficiency, Economy and Effectiveness	14
□ Investment Fund Summary	15-16
□ Source and Use of Funding	17
□ Main Estimates	18
□ Priority Items	19-29

Purpose

The Nunavut Development Corporation (the “Corporation” or “NDC”) is a Territorial Corporation of the Government of Nunavut (the “Government”) named in Schedule B of the *Financial Administration Act* (“FAA”), and operates in accordance with Part IX of the FAA, the *Nunavut Development Corporation Act* (the “Act”) and the *Business Corporations Act*.

Section 25 of the *Nunavut Development Corporation Act* pertains to the submission of an annual corporate plan, operating budget, and capital budget as described in Sections 91 to 93 of the FAA. Section 25 of the Act also requires that the Corporation disclose projected investments, borrowings and the amount of subsidies to be paid to subsidiary companies and NDC projects.

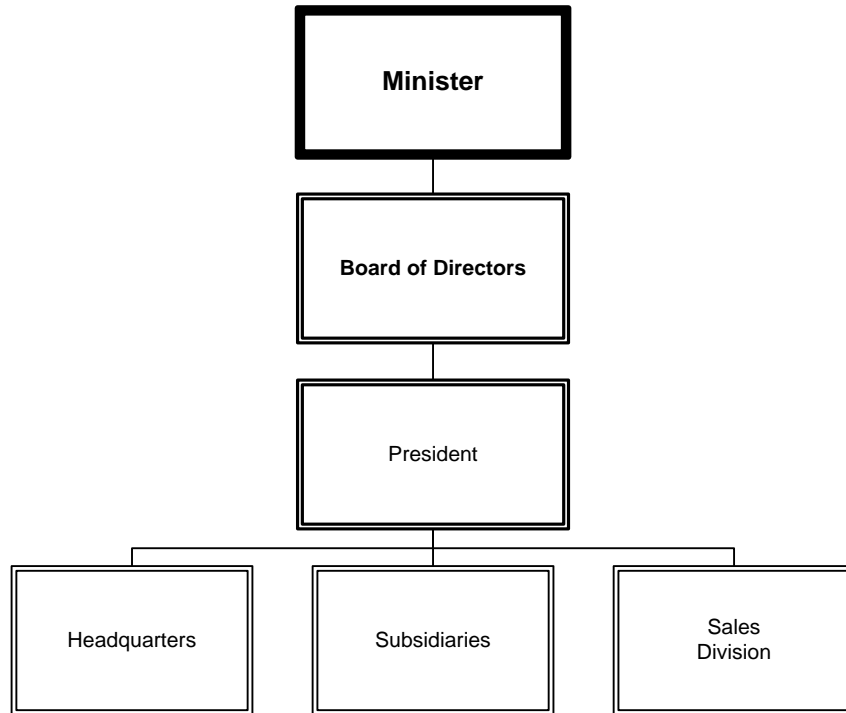
The legislated objectives of the Corporation, as stipulated in Section 3 of the Act, are as follows:

- “(a) to incorporate, establish and carry on the business of companies and to develop, establish, operate, manage and carry on the business of projects, directly or indirectly, within the Corporation in order to:*
- (i) create employment and income for residents of the Territory, primarily in small communities;*
 - (ii) stimulate growth of businesses in the Territory; and,*
 - (iii) promote economic diversification and stability.*
- (b) to invest in business enterprises in order to:*
- (i) stimulate growth of businesses in the Territories; and,*
 - (ii) promote economic diversification and stability; and,*
- (c) promote the economic objectives of the Government of Nunavut.”*

Mission

To make responsible investments in target Nunavut economic sectors that help create employment and income opportunities, stimulate the growth of business and promote economic diversification and stability with an emphasis on investing in Nunavut’s smaller communities.

Accounting Structure



Inuit Employment Plan

Nunavut Development Corporation	As of Dec. 31, 2017		As of March 31, 2019	
	Capacity %		Capacity %	
Total Department Positions	5		5	
Total Filled Positions	5	100%	5	100%
Total Vacancies	0	0%	0	0%
Total Inuit	3	60%	3	60%
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	0	0%	0	0%
Total Middle-Management Positions	3		3	
Total Filled Middle-Management Positions	3	100%	3	100%
Total Vacant Middle-Management Positions	0	0%	0	0%
Total Inuit in Middle-Management Positions	3	100%	3	100%
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%

Executive - President & CEO

Darrin Nichol
darrin@ndcorp.nu.ca

Middle Management - Manager of Finance & Administration

Bernadette Tutanuak (Nunavut Inuk)
bernie@ndcorp.nu.ca

Middle Management - Business Advisor – Processing & Harvesting

Kyle Tattuinee (Nunavut Inuk)
kyle@ndcorp.nu.ca

Middle Management - Business Advisor - Cultural Industries

Goretti Kakuktinniq (Nunavut Inuk)
goretti@ndcorp.nu.ca

Professional - CFO

Balaji Ramamani , CF, CMA
balaji@ndcorp.nu.ca

Capacity

Of NDC's five headquarter positions, three are permanently filled by Nunavut Inuit. The Manager of Finance and Administration and both Business Advisor positions are targeted to be filled by 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 consistently targets a minimum of 60% for 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.

Update on March 31, 2018 Target Positions

- *NDC achieved its Inuit staffing objectives with the three positions targeted, 60% of all head quarter positions, filled permanently by Nunavut Inuit.*

New Target Positions for March 31, 2019

- NDC will plan for and achieve its 60 % headquarter staffing targets for Inuit staff.
- 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 President and CEO and the Chief Financial Officer.

Turaaqtavut

Innusivut 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.

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 twenty 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.
- *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. The cost of shipping can often exceeds 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 clients 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's 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, the 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. 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 on 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 Papiuruq Fisheries fish plant in Whale Cove, supporting both a summer char harvest and a fall beluga harvest. KAF will also work in conjunction with the Aqigiq HTO and the Hamlet of Chesterfield Inlet to manage the operations of the Iqalupik Fish Plant to support the summer char harvest there. 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.

Papiuruq Fisheries – Whale Cove

The Papiuruq Fisheries fish plant will continue to operate seasonally supporting local harvesting initiatives. With the support of the Issatik HTO, Papiuruq 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. The additional revenues help offset the high operating costs associated with running the facility. UAC is also anticipating the production of a limited 2018 print collection.

Measures of Success

Efficiency, Economy and Effectiveness

Financial Reporting	* 2018-19	* 2017-18	2016-17	2015-16
Date of board approval - audited financial statements	July 31	July 31	August 4	July 26
Compliant - Sec100 FAA Submission of Annual Report	N/A	N/A	Yes	Yes
Audit Qualifications	N/A	N/A	None	None

* identifies forecasted estimate

Employment created or maintained	*2018-19 Forecast	*2017-18 Forecast	2016-17 Actual	2015-16 Actual
Ivalu	7.00	7.00	7.04	4.64
Jessie Oonark	5.00	5.00	5.06	5.94
Kiluk	5.00	5.00	4.66	5.51
Kitikmeot Foods	10.00	10.00	10.41	9.83
Kivalliq Arctic Foods	15.00	15.00	14.13	17.19
Taluq Designs	2.00	2.00	2.53	2.39
Uqqurmiut Arts & Crafts	15.00	15.00	14.17	12.81
Venture Investments	55.00	50.00	46.25	76.49
NDC	20.00	20.00	21.50	12.50
Total	134.00	129.00	125.75	147.30

* identifies forecasted estimate

Diversifying Investments	*2018-19 (\$000)	*2017-18 (\$000)	2016-17 (\$000)	2015-16 (\$000)
New Venture Investments	\$500	\$500	\$125	\$115

* identifies forecasted estimate

Government Funding	*2018-19 (\$000)	*2017-18 (\$000)	2016-17 (\$000)	2015-16 (\$000)
Government of Nunavut	3,358	3,358	3,358	3,358

* identifies forecasted estimate

Financial Performance	*2018-19 (\$000)	*2017-18 (\$000)	2016-17 (\$000)	2015-16 (\$000)
Net sales	3,090	2,970	3,116	2,686
Profit (loss)	393	451	680	349

* 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 2018-19	Prescribed Maximum at \$37,997 / job	Operating Subsidy Budgets 2018-19	Within Prescribed Maximum
Ivalu	7.00	265,979	-	Yes
Jessie Oonark	5.00	189,985	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	15.00	569,955	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 2018-19	Prescribed Maximum at \$37,997 / job	Capital Subsidy Budgets 2018-19	Within Prescribed Maximum
Ivalu	7.00	265,979	-	Yes
Jessie Oonark	5.00	189,985	15,000	Yes
Kiluk	5.00	189,985	-	Yes
Kitikmeot Foods	10.00	379,970	40,000	Yes
Kivalliq Arctic Foods	15.00	569,955	125,000	Yes
Taluq Designs	2.00	75,994	-	Yes
Uqqurmiut Arts & Crafts	15.00	569,955	30,000	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

Three-Year Forecast (\$000)

	Budget 2020/21	Budget 2019/20	Budget 2018/19	Total
Opening Balance	0	0	0	0
Sources of Cash				
GN Contribution	3,358	3,358	3,358	10,074
Uses of Cash				
Ivalu	-	-	-	-
Jessie Oonark	165	165	165	495
Kiluk	140	140	140	420
Kitikmeot Foods	330	330	330	990
Kivalliq Arctic Foods	260	260	260	780
Taluq	70	70	70	210
Uqqurmiut Arts & Crafts	238	238	238	714
Subsidiary Operations	1,203	1,203	1,203	3,609
Headquarters	1,455	1,455	1,455	4,365
Sales Division	200	200	200	600
Total Operational Use of Funds	2,858	2,858	2,858	8,574
Capital Expenditures	230	230	230	690
Venture Equity	270	270	270	810
Total Use of Cash	3,358	3,358	3,358	10,074
Closing Balance	0	0	0	0

Main Estimates

Operating Budget

	Operating Budget 2020/21	Operating Budget 2019/20	Operating Budget 2018/19	Revised Operating Budget 2017/18	Operating Budget 2017/18	Actual Expenditures 2016/17
Compensation & Ben.	996,000	986,000	976,000	964,000	926,000	982,000
Grant & Contributions	1,403,000	1,403,000	1,403,000	1,403,000	1,403,000	1,414,000
Travel & Transport	265,000	265,000	265,000	255,000	245,000	223,000
Materials & Supplies	18,000	18,000	18,000	18,000	15,000	16,000
Purchased Services	100,000	100,000	100,000	133,000	216,000	27,000
Utilities	28,000	28,000	28,000	27,000	33,000	23,000
Contract Services	90,000	90,000	90,000	80,000	100,000	67,000
Fees & Payments	12,000	12,000	12,000	12,000	12,000	8,000
Other Exp./Income)	(54,000)	(44,000)	(34,000)	(34,000)	(92,000)	9,000
Total O&M	2,858,000	2,858,000	2,858,000	2,858,000	2,858,000	2,769,000
Capital Expenditures	230,000	230,000	230,000	230,000	230,000	135,000
Venture Equity	270,000	270,000	270,000	270,000	270,000	310,000
Total Expenditures	3,358,000	3,358,000	3,358,000	3,358,000	3,358,000	3,214,000

Priority Items

Priority Items 2017-2018

1. Venture Investment Fund - Working within the Corporation's Investment Guidelines, Regulations and the NDC Act, the Corporation will continue to 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 continue to 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.

Status:

- *NDC approved two new venture equity investments totaling \$312,000 in Nunavut based business enterprises in 2017 - 2018. The two investments align with similar financing approvals from entities such as the Nunavut Business Credit Corporation and the Department of Economic Development and Transportation.*
 - *NDC continuously monitored its existing equity investments in Nunavut based business enterprises, ensuring dividends were paid in a timely manner, proper insurance was in place, financial statements were filed and management reports were received.*
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.

Status:

- *NDC provided operating and financial support to its subsidiary companies. These companies generated significant local and territorial employment for many residents working in our cultural industries, harvesting and fisheries sectors.*
 - *NDC's subsidiary companies include Ivalu Ltd (Rankin Inlet), Jessie Oonark Ltd (Baker Lake), Kiluk Ltd (Arviat), Kitikmeot Foods Ltd (Cambridge Bay), Kivalliq Arctic Foods Ltd (Rankin Inlet), Papiruaq Fisheries Ltd (Whale Cove), Taluq Designs Ltd (Taloyoak), Uqqurmiut Arts and Crafts Ltd (Pangnirtung).*
 - *The corporation was also involved with three projects in accordance with its funding guidelines: it operated the Ikalupik Fish Plant in Chesterfield Inlet, it provided Nunavut Qiviut in Kugluktuk with raw muskox hides, and it provided project funding to the Winnipeg Art Gallery to support the purchase of Nunavut arts and crafts.*
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 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 NDC other subsidiary companies will collectively invest \$1.5 million in inventory and promote such locally, across the north and internationally.

Status:

- *NDC set up a temporary retail store in Cambridge Bay at the request of the Municipality, where it sold Nunavut produced arts and crafts to the numerous cruise ship visitors to the community.*
 - *The NDC Board met at the Sales Division in Toronto in May and at that time also met with staff from the Inuit Art Foundation (IAF) to discuss various components of the industry overall and how NDC and the IAF can work to further advance the business of Inuit arts and crafts.*
 - *The NDC board members also visited two partner galleries in the area in an effort to hear first-hand about the Inuit art business.*
 - *NDC received some larger corporate orders for sculpture, primarily from Agnico-Eagle mines.*
 - *NDC actively sought retail partners in larger Nunavut centers such as Cambridge Bay that could potentially provide a viable outlet for the retailing of Nunavut arts and crafts.*
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 with finished product destined for Nunavut households along with other territorial commercial and institutional clients. Papiruuq 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 parts of Nunavut 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.

Status:

- *Commercial summer char harvesting took place in Whale Cove, Chesterfield Inlet, Cambridge Bay and Rankin Inlet; approximately 125,000 lbs of arctic char was landed at the plants by Nunavut commercial fishers.*
 - *In the Kivalliq char was harvested from the Ferguson River, Baker Foreland and Prairie Bay commercial quotas, while Ekaluk and Jayko River quotas yielded significant char landings in and around Cambridge Bay.*
 - *The Issatik HTO and Kivalliq Arctic Foods collaborated on the beluga whale harvest again for a third successive year.*
 - *Officials from NDC and KAF met with officials in both Chesterfield Inlet and Whale Cove in the spring and planned harvesting activities for the coming season.*
 - *KAF coordinated community visits to both communities to inspect freezing and cooling systems and undertake necessary preventative maintenance.*
 - *Certified and licensed vessel operators transported fish and maktaaq from the communities to Kivalliq Arctic Foods where they were received and stored for further processing and eventual resale.*
 - *A charter aircraft moved arctic char caught in the Cambridge Bay area to Kitikmeot Foods.*
 - *Kivalliq Arctic Foods installed two new primary freezer compressor systems in the spring. Their greater efficiency reduced energy consumption and mitigated against equipment breakdown and potential loss of freezing and cooling space.*
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. The economies of Nunavut's smaller communities can effectively support tourism related business such as hotels, B&Bs, 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.

Status:

- *NDC set up a temporary retail shop in Cambridge Bay and stocked it with product from artists and crafts people from across Nunavut. NDC personal, along with staff from Taluq Designs in Taloyoak and NDC's Sales Division helped with the initiative and generated \$70,000 in retail sales over a two-week period.*
- *NDC met with other perspective parties potentially interested in working with NDC to establish a permanent cultural industries based retail store in the community carrying a wide variety art and craft goods along with country food.*
- *NDC personnel also met with numerous local artists, purchasing much their work, for resale both locally and in NDC's other retail outlets.*

Priority Items 2018-2019

1. Venture Investment Fund

- Seek out and receive investment proposals to the Venture Investment Fund while working within the Corporation's Investment Guidelines, Regulations and the NDC Act. The Board of Directors must approve any new investment from the Fund.
- Prioritize Inuit and Nunavut businesses operating in our arts, harvesting and tourism sectors Investment from the Fund must be of an equity orientated non-controlling nature. NDC targets new investments of \$500,000 annually. .
- 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 businesses 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.

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 with finished product destined for Nunavut households along with other territorial commercial and institutional clients.

- Papiruq 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.
- 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.

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.
- The economies of Nunavut's smaller communities can effectively support tourism related business such as hotels, B&Bs, 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.

Priority Items 2019-2020

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.
- 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.
- 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.

- 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 businesses 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.

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 with finished product destined for Nunavut households along with other territorial commercial and institutional clients.
- Papiuruq 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.
- 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.

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.
- The economies of Nunavut's smaller communities can effectively support tourism related business such as hotels, B&Bs, 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.

Priority Items 2020-2021

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 businesses 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.

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 with finished product destined for Nunavut households along with other territorial commercial and institutional clients.
- Papiuruq 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.
- 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.

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.
- The economies of Nunavut's smaller communities can effectively support tourism related business such as hotels, B&Bs, 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.

This page is purposely blank.



ᑭᓯᓴᓴᓴᓴᓴ ᐅᓴᓴᓴᓴᓴᓴᓴᓴᓴᓴᓴ ᓴᓴᓴᓴᓴᓴᓴ
Qulliq Energy Corporation
Société d'énergie Qulliq
Qulliq Alruyaktuqtunik Ikumatjutiit

Corporate Plan 2018-2021

Table of Contents

1.0	Introduction	3
2.0	Environmental Scan	4
3.0	Inuit Employment Plan (Article 23)	8
4.0	Corporate Priorities	11
5.0	Conclusion	24

Appendices

	Appendix A 2018-2019 Capital Budget	25
	Appendix B 2018-2019 Operations & Maintenance Budget	26
	Appendix C Employment Summary and Targets	28

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. After which, operations were transferred to Northwest Territories Power Corporation (NTPC). In 1999, Nunavut established its own locally managed utility, and on April 1, 2001, the Nunavut Power Corporation (NPC) came into being under the *Nunavut Power Corporation Act*. NPC was subsequently renamed Qulliq Energy Corporation in 2003 and the *Nunavut Power Corporation Act* was renamed the *Qulliq Energy Corporation Act* as the 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.

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 business activities are carried out at the Head Office in Baker Lake and the Corporate Office in Iqaluit.

The Corporation's Board of Directors is appointed by the Minister Responsible for QEC to oversee QEC's business activities. Since 2005-2006, 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 Director's foster the Inuit Societal Value of Aajiiqatigiinni: decision making through discussion and consensus regarding the strategic direction of the Corporation.

The Corporation attends to the overall objectives provided by legislation, supports the Minister Responsible for QEC on intergovernmental and regulatory issues, manages the capital projects, and responds to issues of alternative generation sources.

1.1 Vision

Qulliq Energy Corporation's vision is to provide the communities of Nunavut with safe, reliable, sustainable and economical energy supply and service. Our foundation to achieve our vision is based on an empowered and accountable workforce, representative of Nunavut's population, and reflective of Inuit Societal Values and Inuit Qaujimajatuqangit. We operate as an enterprise with transparency, accountability and integrity.

1.2 Mission

The Corporation's mission statement is as follows:

QEC provides safe, reliable and efficient electricity and plans long term affordable energy for Nunavummiut.

1.3 Values

The QEC values included within the mission statement are:

Safety is and will continue to be the Corporation's first priority. This fact is communicated and reflected in policies and procedures for the Corporation's employees clearly and consistently.

Reliability is second only to safety. The focus of the Corporation's day-to-day operations is the provision of safe and reliable service to customers.

Efficiency is applicable to all of the Corporation's operational and administrative activities. Efficiency indicates QEC's intention to respect the investment in the Corporation made by Nunavummiut, and to use resources with clear attention to reasonableness and value.

1.4 Corporate Objectives

Section 5 of the *Qulliq Energy Corporation Act* sets out the objects of QEC, they are as follows:

- (a) to generate, transform, transmit, distribute, deliver, sell and supply 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 to conserve 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 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 Executive Council.

QEC will also endeavor to focus on developing the territory's economy and infrastructure base through *Pivaallirutivut*, one of the priorities of *Turaaqtavut*, the Mandate of the 5th Legislative Assembly of Nunavut. Through this priority, QEC will focus on furthering the Corporation's alternative energy initiatives in Nunavut through partnerships with federal, territorial, municipal and Inuit organizations.

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 and is also its largest customer, its largest

supplier of fuel, its ultimate regulator and the source of consumer subsidy regimes. Two subsidies offered through the GN are the User Pay Program and the Nunavut Electricity Subsidy Program.

Residential customers in Public Housing receive the User Pay Program also known as the Public Housing Support Subsidy 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 (NESP) is offered to all other qualifying residential customers across all Nunavut communities at the same rate. The subsidy is based off of 50% of the Iqaluit rate and it is applied onto 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.

QEC submits applications for rate changes to the Minister Responsible for QEC, who may then seek the advice of the Utility Rates Review Council (URRC). The URRC is an impartial advisory body whose role is to make rate recommendations to the responsible Minister who will determine whether to implement the URRC's recommendation, QEC's request, or may instruct that the application process begin again subject to Cabinet approval.

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 file a Major Project Permit to the Minister Responsible for QEC and receive approval from the Minister prior to undertaking any work. The responsible Minister may then seek advice from the URRC.

2.2 Rate Regulation Activity

In accordance with the Ministerial Instruction dated May 30, 2014, QEC prepares forecasts of the balances in the Fuel Stabilization Rate Fund (FSRF). This instruction requires QEC to apply to the responsible Minister for a fuel rider designed to recover or refund the balance in the FSRF, if at any time the forecasts indicates the FSRF balance is expected to exceed the threshold of plus or minus \$1 million within a six-month period.

QEC maintains an 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 used to offset fuel prices only and can't be used for any Capital or Operations & Maintenance initiatives.

QEC's electricity rates are based on the Corporation's revenue requirements: capital investments, fuel expense, and non-fuel costs such as operations and maintenance, salaries and wages, and travel. 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 submitted a General Rate Application (GRA) to the Minister Responsible for QEC on October 18, 2017 which is requesting a new rate to take effect on April 1, 2018. Upon receipt of the application, the responsible Minister referred it to the URRC to review and report back with their recommendations. As the GRA is considered a major application, the URRC has 150 days to complete their review. Upon receipt and review of the URRC recommendations, the responsible Minister will then seek the advice of the Executive Council and make the final decision regarding the application.

QEC fosters the Inuit Societal Value of Tunnganarniq: fostering good spirit by being open, welcoming and inclusive in working with the URRC and Nunavummiut when proposing new electricity rates. QEC has also completed the following projects to address recommendations brought forward from the URRC in preparation for QEC's 2018-2019 GRA. These projects are as follows:

1. Complete an energy load forecast review and implementation plan
2. Review and upgrade the capital planning program
3. Complete a depreciation study on QEC capital Assets

2.3 Environmental

QEC operates in some of the most rigorous environmental conditions of any utility in the world. Weather, distance, and darkness generate stresses on employees, assets and equipment. Operating standards tend to be set based on general Canadian conditions and resources, and the expectation to maintain a pristine Arctic is reflected in environmental protection measures. Most of QEC employees live and work in their home communities across Nunavut, participate in the traditional economy with its dependence on the land and sea, and feel a strong personal commitment to sustainable use.

QEC has adopted the same stance for environmental contamination issues that the Government of Nunavut currently abides by. The Corporation has committed to implement remedial measures when human health is at risk. QEC fosters the Inuit Societal Value of Avatittinnik Kamatsiarniq: respect and care for the land, animals and the environment through environmental risk mitigation and prevention measures, remediation work and training initiatives carried out by the Corporation.

2.4 Economic

QEC's greatest Operations and Maintenance (O&M) expense is fuel, it is used to supply electricity to all residential and commercial customers in the territory. The long-term diversification of the energy supply mix will alleviate dependency on imported fossil fuels and help to address diesel related environmental concerns.

2.5 Geographic

QEC serves 25 locations, all but one is 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 kilometres of land mass. Supplies and fuel arrive either by ship in the limited Arctic shipping season, or by air when deemed necessary.

Using the decentralized model adopted by the GN, the corporation has regional offices in Rankin Inlet and Cambridge Bay, corporate headquarters located in Baker Lake, as well as executive and regional offices in Iqaluit.

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, reliable power to Nunavummiut. QEC continues to operate in a time where load growth or electricity demand in each of Nunavut's regions is forecasted to increase. Across Nunavut, both federal and GN departments, agencies and municipalities are mobilizing to provide improved infrastructure to Nunavummiut, however, the Corporation continues to work diligently to keep up with electricity demand growth across the territory.

The GN's Capital Plan to upgrade, expand, or replace infrastructure in communities is one driver of increasing electricity demand. QEC relies upon its relationship with the GN Department of Community and Government Services, and the analysis of the GN's annual Main Estimates, to gather information on the various 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.

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, 13 of which are operating beyond their intended life span. QEC undertakes capital projects to replace aging critical infrastructure needed to provide safe, 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 useful service life. QEC's capital expenditures ensure Nunavummiut are supplied with safe and reliable energy. QEC has prioritized power plant replacements in its capital plan, as well as generator set replacements, and environmental and regulatory requirements to address safety concerns.

2.8 Alternative Energy

QEC fosters the Inuit Societal Value of Qanuqtuurniq: being innovative and resourceful regarding establishing Alternative Energy initiatives.

Currently all electricity generated by QEC relies on imported fossil fuel. The Corporation however, continuously seeks ways to move toward a cleaner energy future by diversifying the territory's energy supply mix. QEC recognizes and supports the Federal Government's commitment to the Pan-Canadian Framework on Clean Growth and Climate Change and is

actively engaged in endeavoring to secure funding to reduce reliance on diesel fuel and decrease greenhouse gas (GHG) emissions through the integration of renewable energy technology and the use of more energy efficient electricity generation systems.

QEC continues to work collaboratively with the Government of Nunavut to identify federal funding and investment opportunities which would allow QEC to pursue new renewable and alternative energy projects. QEC has made strides in investigating initiatives targeted at reducing diesel consumption, decreasing greenhouse emissions and minimizing the environmental impact on Nunavut's communities.

3.0 Inuit Employment Plan

QEC has developed an Inuit Employment Plan (IEP) to 2023 that addresses issues and opportunities to increase Inuit employment, identifies goals to remove artificial barriers, sets short, medium and long term goals to increase capacity and follows an action plan to achieve its goals. As of December 31, 2017, QEC's Inuit employment rate was 52%.

Capacity

Since 2012, the Corporation has taken efforts to strengthen its Inuit Employment Plan (IEP) by focusing on five separate programs. Each program is an independent but interconnected recruitment or development opportunity. Each program was developed in line with QEC's approach of growing the Corporation's capacity. The overall strategy is to move both current Inuit employees and new Inuit hires into planned skills development and career opportunities.

The five IEP programs are as follows:

- 1) The Inuit Leadership Development Program (ILDLP) which aims to increase employment for Nunavut Inuit at the professional and management levels. Most professional and management positions at QEC require a formal education and/or a professional designation requiring a degree in one of the following areas listed below:
 - Accounting;
 - Engineering;
 - Finance;
 - Human Resource Management; and
 - Information Technology.

As part of this program, QEC provides funding to candidates in each of the degree streams. The allowances are intended to remove financial barriers allowing students to focus on their academic success, and subsequently, their career at QEC.

- 2) Inuit Employee Development Plans were established as part of QEC's commitment to lifelong learning for Inuit employees. With support from a supervisor, completing the development plan process helps to ensure employees have the knowledge, skills, leadership competencies and abilities to achieve their individual career goals within the Corporation.

Through formal education, on-the-job learning and meaningful work experiences, employees will work toward 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 significant opportunities for cross training.

- 3) The Summer Student Program (SSP) provides students with an opportunity to work within the Corporation, the SSP is linked with the QEC Mentorship Program, pairing summer students with a QEC Mentor during their summer employment. Students are hired for positions in their own community which provides them with exposure to local employment opportunities. Students in the SSP can also be considered for other Inuit employment opportunities and future employment with the Corporation. 15 students were hired through the Summer Student Program in 2017 and QEC anticipates hiring 10 students this year.
- 4) The Apprenticeship Program was developed to reduce dependency on hiring tradespeople from outside Nunavut. The recruitment of tradespersons 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 has a committed focus on hiring Inuit as apprentices, supporting them through the apprenticeship and providing meaningful employment upon completion. This program is also a proactive step in providing QEC's Operations Department with Inuit professional certified journeypersons.
- 5) QEC's Inuit Employment Plan Committee is mandated to review, analyze and provide feedback to senior management on policies and employment practices as they influence Inuit employment. Working collaboratively, the IEP Committee acts as a formal group to exchange ideas, concerns and solutions related to the program as identified by its members. The IEP Committee's priority is to advise and direct the existing IEP stream with the goal of achieving greater effectiveness.

In fiscal year 2017-18, a full review of all IEP programs were conducted and the Corporation re-focused its efforts to examine and revise each of the five programs listed above in a phased in approach. This phased in approach will review all programs one at a time over the coming years.

Inuit Employment

QEC has been guided by the Inuit Societal Values of Pilimmaksarniq/Pijariuqsarniq: development of skills through observation, mentoring, practice, and effort and Piliriqatigiinniq/Ikajuqtigiinniq: working together for a common cause in creating the IEP.

With more focused and responsive Inuit employment initiatives in place, QEC set various Inuit employment targets. The targets for 2017-2018 includes: maintaining the number of Inuit

employees in the Executive category at 50%, increasing the number of Inuit employees in the Middle Management category to 10%, increasing the number of Inuit employees in the Paraprofessional category to 48% and increasing the number of Inuit employees in the Administrative Support category to 95%.

Priorities (2017-2018)

- Hiring graduated apprentices.
Status: QEC was successful in hiring one Electrician and one Mechanic.
- Recruiting new apprentices into new apprenticeship positions.
Status: Currently, two Inuit apprentices are in their final year of their respective trades apprenticeship programs. No new Inuit apprentices were recruited in fiscal year 2017-18.
- Hiring Inuit Leadership Development Program (ILDLP) students coming out of university.
Status: Two ILDP Graduates have been hired, one Human Resources Generalist and one Junior Business Analyst.
- Hiring Inuit into targeted positions in middle management and administrative support.
Status: Two positions were awarded to Inuit employees, the Plant Operator in Iqaluit and the Assistant Plant Operator in Resolute Bay.

Priorities (2018-2019)

- Recruit and hire one Inuk into vacant Operations Supervisor position.
- Hire graduated Apprentices – one Electrician and one Materials Technician.
- Hire Inuit apprentices in trade's positions by reviewing succession plans for soon to be retired current staff.
- Recruit and hire one Inuk into vacant Parts Technician position.
- Recruit and hire one Inuk into vacant Facilities Coordinator position.
- Recruit and hire one Inuk into vacant Junior IT Generalist position.
- Recruit and hire one Inuk into vacant IEP Administrator position.
- Recruit and hire one Inuk into vacant IEP Manager position.
- Create career development plans for up to 25% of Inuit employees.
- Link all development program streams to the Inuit Employment Plan (IEP).
- Focus on hiring intern(s) for management/specialized positions in phases.
- Improve the Exit Interview with a focus of the retention of Inuit staff.
- Sponsor Inuit Leadership Development Program (ILDLP) students for improved leadership capacity.
- Cultural Orientation training for new employees, with a focus on supervisory positions.
- Support IQ and cultural immersion activities.
- Expand on QEC's partnership with the GN Department of Family Services on Apprenticeship programming and sponsorship.
- Promote internal and external professional development opportunities for Inuit employees.

Priorities (2019-2020)

- Create career development plans for up to 50% of Inuit employees.
- Seek College and Trade School Partnerships.
- Support Inuit employees that have gone through QEC Inuit Employment Programs.

Priorities (2020-2021)

- Revamp QEC's mentorship program to ensure effectiveness to its mandate.
- Create career development plans for up to 75% of Inuit employees.
- Deliver an Employee Engagement Survey to assess and improve the employment experience at QEC.
- Develop a recruitment strategy targeted at youth in Nunavut by partnering with local High Schools and Post-Secondary Institutions.
- Review all QEC's Departmental Succession Plans.

4.0 Corporate Priorities

The Corporation's core priority is the generation and distribution of electricity in every Nunavut community. Safety, reliability and efficiency continue to be the standards for these services.

The business of electricity generation needs to be conducted in a way which is environmentally responsible and economically responsive; this includes:

- Electrical system reliability and dependability;
- Emphasis on safety and environmental responsibility;
- 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 holds three distinct yet interrelated sections: the Office of the President and CEO, Corporate Affairs and Legal Services. The Office of the President and CEO leads the Corporation's strategic direction towards fulfilling its vision and mission, as well as aligning the Mandate of the Government of Nunavut with QEC's objectives. The Office of the President and CEO works closely with the QEC Board of Directors and Senior Management to carry out the overall leadership and management of the Corporation. Corporate Affairs is responsible for overseeing the administration of corporate policies and reporting requirements, strategic planning, policy development, communications, inter-governmental and intra-governmental relations as well as providing support to all QEC departments and the Office of the President and CEO. Legal Services provides internal legal counsel and advice to secure the Corporation's interests.

Priorities (2017-2018)

- Define transparency guidelines and share with other departments to improve the dissemination of information both internally and externally.

Status: Mechanisms and actions have been identified to increase transparency in communication practices. Guidelines for transparency will be shared with QEC departments by March 31, 2018.

- Improve the development process of the Corporate Plan.
Status: Inuit Societal Values were incorporated to reframe the development process of the Corporate Plan.
- Communicate the results of the Corporate Plan.
Status: Initiatives have been developed to increase transparency in communicating QEC's Corporate Plan both internally and externally. These actions will continue for future years.
- Develop an education program for the public and students on energy conservation.
Status: QEC has partnered with Climate Change Secretariat to develop an energy conservation education program to the public and students. It is anticipated that the program will be delivered to Iqaluit elementary schools by March 31, 2018. QEC will establish a plan to roll-out the program in other communities.
- Develop QEC branding.
Status: QEC has developed a branding plan.

Priorities (2018-2019)

- Provide leadership and support to divisions to ensure that Turaaqtavut priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Undertake a review of the QEC Act and submit a Legislative Proposal.
- Develop a Corporate Communications Policy.
- Develop a Social Media Policy.
- Review and revise Communications Strategy.
- Develop and implement QEC branding guidelines.

Priorities (2019-2020)

- Review existing communication tools that are currently being utilized by QEC to better communicate with stakeholders.
- Monitor and track analytics for online presence.
- Conduct an audit of all corporate wide policies to further align and strengthen the Corporation's application of Inuit Societal Values.

Priorities (2020-2021)

- Report on results of employee survey.
- Undertake a review of the QEC Communications Strategy.

4.2 Engineering

The Engineering Department is responsible for developing and implementing processes to ensure QEC provides safe, reliable and efficient services to Nunavummiut through administration of its primary functions; providing engineering design and technical support services to the Corporation. The Engineering team also develops and maintains various corporate engineering standards and is the primary vehicle for developing and implementing 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 ratepayers, while achieving the highest possible standards in accordance with utility best practices.

Priorities (2017-2018)

- Conduct system and power plant condition assessments to determine replacement priority.
Status: System and power plant condition assessments are expected to be completed by March 31, 2018.
- Complete power distribution system upgrades for Resolute Bay.
Status: Distribution system upgrades have been deferred to fiscal year 2018-19.
- Continue generator set replacement program implementation in Kimmirut, Baker Lake, Arviat, Hall Beach, Cambridge Bay and Naujaat.
Status: Generator set replacement program implementation is expected to be completed in 2018-2019 for Hall Beach. Generator set replacement in Baker Lake, Arviat, Cambridge Bay and Naujaat is expected to be completed prior to March 31, 2018. Generator set replacement in Kimmirut was completed in fiscal year 2016-17.
- Complete installation of modular generator unit at the Gjoa Haven power plant.
Status: Modular generator unit arrived in Gjoa Haven in October 2017 and installation is expected to be completed in 2018-2019.
- Complete Major Project Permit (MPP) applications for new power plants in Kugluktuk and Arctic Bay based on priorities defined by power plant conditional assessment.
Status: QEC submitted an MPP application for a new power plant in Kugluktuk in July 2017. The Arctic Bay MPP was not submitted in fiscal year 2017-18 due to the revised capital plan. QEC plans on submitting an MPP for Arctic Bay in fiscal year 2018-19.
- Implement Net Metering Program if approved by Minister Responsible for QEC.
Status: The Net Metering Program was approved; implementation is planned for April 10, 2018.
- Expand LED street lighting installation projects in communities of Iqaluit, Cambridge Bay, Rankin Inlet and Kugluktuk.
Status: It is expected that the LED street lighting expansion will be completed in Iqaluit, Cambridge Bay, Rankin Inlet and Kugluktuk by March 31, 2018.

- Monitor and evaluate performance of capital projects management to support capital plan.
Status: Engineering has monitored and evaluated performance of capital projects management and implemented improvements such as enhanced project status reporting.
- Reconnect and update Pangnirtung's district heating control system.
Status: Reconnection and updates to Pangnirtung's district heating control system is expected to be completed by March 31, 2018.
- Commence design and procurement process for power distribution system upgrades in Coral Harbour and Igloolik.
Status: Initially the distribution system upgrades in Coral Harbour and Igloolik were tentatively identified as requirements in capital plan. Upon further review in fiscal year 2017-18, it was determined that these upgrades are not required at this time have been removed from the capital plan.
- Install emergency generator set in Clyde River.
Status: The installation of an emergency generator set in Clyde River was completed prior to March 31, 2018.
- Monitor and evaluate progress of the Supervisory Control and Data Acquisition (SCADA) system installed in Phase One to support the development of a plan for the next phases.
Status: Monitoring and evaluation of the SCADA system was completed by March 31, 2018.
- Research funding opportunities to support financing of the SCADA project.
Status: This priority has been deferred to fiscal year 2018-19.
- Develop an Independent Power Producer (IPP) Policy and program.
Status: This priority has been deferred to fiscal year 2018-19.
- Implement and conduct project post mortems on capital projects.
Status: All QEC capital projects now include a 'post mortem' evaluation after commissioning.

Priorities (2018-2019)

- Complete power distribution system upgrades for Resolute Bay.
- Continue generator set replacement program implementation in Hall Beach.
- Complete installation of modular generator unit at Gjoa Haven power plant.
- Research funding opportunities to support financing of the SCADA project.
- Develop an Independent Power Producer (IPP) Policy and program, in collaboration with Corporate Affairs.
- Upgrade Cambridge Bay fuel supply line, in collaboration with Health, Safety and Environment (HSE) Department.
- Commence installation of new bulk fuel tank in Iqaluit
- Commence upgrades on the Iqaluit fuel supply line.

- Complete upgrade of power distribution system in Resolute Bay.
- Complete extension of the Iqaluit District Heating System pipeline to connect it to the City of Iqaluit's Aquatic Centre.
- Complete construction of the new Cape Dorset Power Plant.
- Complete a territorial plant condition assessment, followed by a needs priority analysis review for each power plant.
- Monitor and evaluate the Net Metering program to identify areas of improvement and develop an action plan to address issues.
- Complete construction of the pre-fabricated new power plant for Grise Fiord.

Priorities (2019-2020)

- Complete the construction, testing and commissioning of the new power plant in Grise Fiord.
- Complete the replacement of a generator set in Rankin Inlet.
- Complete the replacement of a generator set in Chesterfield Inlet.
- Complete the replacement of a generator set in Pond Inlet.
- Complete the replacement of a generator set in Coral Harbour.

Priorities (2020-2021)

- Complete construction of the new power plant in Kugluktuk.

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 trades people 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.

Operations supports and partners with various QEC Departments to ensure that corporate business goals are consistently achieved at the lowest cost while achieving the highest possible standards. The Operations Department is directly responsible for the physical delivery of QEC's energy and is accountable for ensuring the Corporation provides safe, reliable and energy efficient electricity.

Priorities (2017-2018)

- Clean and inspect bulk fuel tanks in Clyde River.
Status: Cleaning and inspection of bulk fuel tank in Clyde River was completed prior to March 31, 2018.
- Continue development and improvement of Distribution Standards through the work of the Distributions Standards Committee.

Status: *The Distributions Standards Committee met twice in fiscal year 2017-18, to discuss improving distribution standards throughout the Corporation.*

- Deliver Plant Operator/Assistant Operator training in collaboration with Human Resources and Health Safety & Environment.
Status: *It is anticipated that the power plant training will be completed by March 31, 2018.*
- Collaborate with Finance to improve inventory controls.
Status: *The Operations Department has set up monthly meetings to identify prevalent issues with the Corporation's Inventory Controls System.*
- Collaborate with Engineering on new power plant constructions in Grise Fiord and Cape Dorset.
Status: *Construction has started on both projects. Operations is working with the Engineering Department's Project Mangers to receive updates regarding design specifications.*
- Optimize Computer Maintenance Management System (CMMS) and Supervisory Control and Data Acquisition in collaboration with IT.
Status: *The CMMS system is in use daily across the territory, it is the hub of information flow for Operations. It has also been expanded to allow other departments to utilize the CMMS system.*
- Plant specific live line lockout reviews at six plants which were not completed in 2016-17.
Status: *Plant live line lockout reviews were completed in all Nunavut communities.*

Priorities (2018-2019)

- Develop a power plant control and protection task force in Iqaluit to identify thresholds of load limits in all communities.
- Deliver training to all Plant Operators across the territory in compliance with new WSCC regulatory changes.
- Define action plan to improve Inventory Control System.
- Develop data reporting methods to streamline Operations data reporting.

Priorities (2019-2020)

- Conduct a territorial protection safeguard assessment of all power plant infrastructure to increase energy efficiency and reliability.
- Apply necessary changes to the Inventory Control System flowing from defined action plan.
- Implement Departmental data reporting methods and deliver to Operations staff.

Priorities (2020-2021)

- Apply recommendations from power plant control and protection task force.
- Review inventory control improvements.

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 are: 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 as well as Operational and Maintenance endeavors. Its priorities focus on making the Finance department more efficient and effective as it strives to improve functional and governance requirements and services.

Priorities (2017-2018)

- In collaboration with the Capital Planning Committee, review the process of improving the capital planning, tracking and reporting program.
Status: Vast improvements were made to the capital planning, tracking and reporting program. Further improvements will be implemented once computer and project management systems are upgraded.
- Prepare and file a General Rate Application (GRA) requesting adjustments to the current electricity rates to match QEC's revenue requirements.
Status: QEC submitted a GRA to the Minister Responsible for QEC on October 20, 2017 with the new electricity rates proposed to take effect on April 1, 2018, subject to the Minister's approval.
- Continue with the implementation of the Customer Care plan to improve QEC's customer service practices with a focus on internal training for frontline staff. This priority will be supported by Human Resources.
Status: Training will be delivered in April and October 2018.
- Complete the review and assessment of the current Enterprise Resource Planning (ERP) system and its capability relative to present and future needs of all departments.
Status: A review of the current ERP system has been deferred to fiscal year 2018-19.
- Develop processes to provide accurate billing and recording for any new net metering installations.
Status: A formal process has been mapped with the Operations Department and will be implemented prior to the rollout of the Net Metering Program.

- Develop a plan to manage QEC's total debt for the next five years.
Status: This priority has been embedded in the development of QECs Long Term Financial Plan which will review the long term revenue, capital and debt requirements of the Corporation.
- Utilize the results of the customer survey to set benchmarks and targets for improvement in the processes of Customer Care, with involvement of other departments, as needed.
Status: The benchmarks and targets for improving QEC's customer's experiences have been implemented into the training plan for Customer Care frontline staff; it is anticipated that training will be delivered in March and April 2018.
- Work with other departments to enhance asset management with a focus on tracking, identification and disposal.
Status: The Department of Health, Safety and Environment has taken the lead responsibility of identifying all capital and operating assets and developing a tracking process. As this moves forward, Finance will synchronize that system with the values in the accounting records.
- Deliver procedures and training on Nunavummi Nangminiqqtunik Ikajuuti (NNI Policy) to QEC employees with emphasis on regulatory compliance.
Status: Training and supporting documentation has been developed and delivered to QEC employees. The NNI Policy was officially implemented on April 1, 2017.
- Provide financial training for all managers and supervisors to assist with the development of better budgets and cost control.
Status: This priority has been deferred to fiscal year 2019-2020.

Priorities (2018-2019)

- Commence the review and assessment of the current Enterprise Resource Planning (ERP) system and its capability relative to present and future needs of the Finance department.
- Develop a Long Term (10 year) Financial Plan, in cooperation with all other departments, for sustainable capital asset replacement.
- Examine the current QEC Budget Planning Process and identify mechanisms to improve financial controls and reporting systems.
- Assess feasibility of digitizing all finance documents to reduce paper handling and filing, and improve transfers of information between departments in collaboration with IT.
- In collaboration with Operations Department, conduct a territory wide audit of commercial meters.
- In collaboration with Engineering and Operations Departments, develop a feasible system for inventory control, procurement and sealift processes.

Priorities (2019-2020)

- Upon completion of the review of corporate requirements for an ERP, commence required modifications/replacements of existing financial systems, training and/or search for alternative systems depending on the results.

- Commence financial training for all managers and supervisors to assist with the development of better budgets and cost control.
- Prepare and file the next General Rate Application, which will take effect on April 1, 2020.

Priorities (2020-2021)

- Implement new electricity rates, if approved.
- Complete a comprehensive review of QEC Financial systems and define targets for the next three years.

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 and safety training to all employees. HSE is also responsible for ensuring QEC complies with all applicable federal and territorial health, safety and environmental legislation.

Priorities (2017-2018)

- Remove single-walled underground piping that ties into QEC's fuel system in Coral Harbour and Kimmirut and replace with either double-walled underground piping or aboveground piping, in collaboration with Engineering.
Status: The single-walled underground fuel pipeline in Kimmirut was removed and replaced in September 2017. The single-walled underground fuel pipeline in Coral harbor was removed and replaced in October 2017.
- Take out of service and remove old fuel systems in Taloyoak, Qikiqtarjuaq, Resolute Bay and Grise Fiord.
Status: The fuel systems in Resolute Bay and Grise Fiord have been removed from service and decommissioned as of August, 2017. The removal of the fuel system in Qikiqtarjuaq has been delayed as another potential use is being explored. The decommissioning of the fuel system in Taloyoak has been postponed until fiscal year 2018-19.
- Decommission the old power plants in Taloyoak and Qikiqtarjuaq.
Status: The power plant in Qikiqtarjuaq has been decommissioned and all power generation equipment has been removed from the building and shipped south for recycling and/or disposal. The decommissioning of the Taloyoak power plant is over 50% complete as of March 31, 2018, the remainder of the decommissioning will take place in fiscal year 2018-19.
- Complete three Environment Delineation Studies (Phase I, II & III) at QEC power plant properties in Coral Harbour, Baker Lake and Sanikiluaq.
Status: The fieldwork for all three Environment Delineation Studies (Phase I, II & III) in Coral Harbour, Baker Lake and Sanikiluaq were completed in August 2017. The final reports were completed in January, 2018.

- Develop a new Contractor Safety Management Program.
Status: The new Contractor Safety Management Program has been developed and rolled out to all QEC employees and Contractors as of September 2017.

Priorities (2018-2019)

- Complete the decommissioning of the power plant in Taloyoak.
- Complete the decommissioning of the fuel system in Taloyoak.
- Develop a hearing conservation plan for QEC and deliver hearing conservation testing.
- Remove and decommission old fuel systems in Arviat.
- Conduct Internal Audit to maintain the Certificate of Recognition (COR) accreditation from the Northern Safety Association (NSA).
- Restructure/update the safety manual to reflect current changes to legislation and internal process.

Priorities (2019-2020)

- Remove single-walled underground piping that ties into QEC's fuel system in Cambridge Bay and replace with either double-walled underground piping or aboveground piping, in collaboration with Engineering.

Priorities (2020-2021)

- Remove single-walled underground piping that ties into QEC's fuel system in Kugluktuk and replace with either double-walled underground piping or aboveground piping, in collaboration with Engineering Department.

4.6 Human Resources

The Human Resources department is responsible for conducting staffing/recruitment, job evaluation, employee/labour relations, organizational development and overall strategic/operational HR initiatives for the Corporation. The department further ensures that all of the Corporation's human resources activities are carried out in compliance with Article 23 of the *Nunavut Land Claims Agreement*, applicable employment legislation, directives, Human Resources Policies, employment contracts and Collective Agreements. The HR Department designs and implements progressive HR plans that will enhance overall corporate capacity, and ensure the Corporation successfully meets the growing energy demands of Nunavummiut

Priorities (2017-2018)

- Review and revise current onboarding program to incorporate casual staff and enhance the onboarding experience for all new hires.
Status: QEC's onboarding program and associated documentation and processes are expected to be completed by March 31, 2018 and will be made available to all QEC employees.
- Deliver performance management training to all supervisors through the use of QEC's Guide to Performance Management.
Status: Training sessions to QEC staff on performance management will be completed by March 31, 2018. Guidance for all supervisors is available through HROD staff outside of official training.
- Roll out a training program for supervising in a unionized environment to all QEC managers and supervisors.
Status: The computer based training program was developed and launched to QEC managers and supervisors prior to March 31, 2018.
- Increase capacity of HROD department by staffing the Human Resources Generalist and Organizational Development Administrator positions.
Status: An Inuit Leadership Development Program student has been appointed to the Human Resources Coordinator position (changed from the Human Resources Generalist position) in fall 2017; the Organizational Development Administrator is anticipated to begin with QEC by March 31, 2018.
- Remove artificial barriers and include professional standards in job descriptions and ensure alike positions throughout QEC are standardized.
Status: HR has begun the practice of standardizing QEC job descriptions based on position vacancy. The removal of artificial barriers has also been embedded in the Corporation's Inuit Employment Plan (IEP).
- Improve existing and generate new internal electronic documentation used for Job Action Requests, hiring, resignation and retirement, and general human resources processes.
Status: New electronic documentation has been produced for priority processes.

- Offer executive coaching to managers and members of the senior management committee.
Status: HR personnel have obtained accreditations to deliver Certified Executive Coaching. Coaching is available upon request from Managers and Senior Management.
- Review human resources policies to assess and revise to ensure alignment with GN.
Status: A policy committee was established to review and revise current human resources policies. The committee will develop a plan to adopt GN directives applicable to QEC and draft new policies to align with the GN.

Priorities (2018-2019)

- Development and review of QEC's Departmental Succession Plans for all departments.
- Conduct a comprehensive review of all excluded positions and integrate the Hay Job Evaluation Methodology for all employees in this classification.
- Implement the revised onboarding programs.
- Assess potential Time Capture, Attendance Management, Human Resources Information systems in collaboration with IT.

Priorities (2019-2020)

- Develop an Employee Engagement Survey to assess and improve the employment experience at QEC.

Priorities (2020-2021)

- Review all of QEC's Departmental Succession Plans.

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 departments to ensure information is available to make timely and accurate business decisions.

Priorities (2017-2018)

- Re-evaluate core financial software system for improved business alignment.
Status: This priority has been deferred to fiscal year 2018-19 due to staffing constraints.
- Develop and implement Disaster Recovery Policy and plans for the four regional offices.
Status: It is anticipated that the Disaster Recovery Policy Plan will be implemented by March 31, 2018.
- Complete evaluation of the automation of outage information.
Status: It is anticipated that IT will complete an evaluation of the automation of outage information by March 31, 2018.
- Develop self-study employee training resources for ERP.
Status: This priority has been deferred to fiscal year 2018-19 due to staffing constraints.
- Upgrade core Information Technology infrastructure in Baker Lake.
Status: Upgrades to the core Information Technology infrastructure in Baker Lake are anticipated to be completed by March 31, 2018.
- Implement satellite communications optimizations.
Status: This priority has been deferred to fiscal year 2018-19.
- Internal testing of E-billing with support from Finance before rolling out to general public.
Status: The E-billing system has been deferred to fiscal year 2018-2019 due to technical and staffing constraints.
- Review best practices to assist Finance department with the development of a project plan for an Enterprise Resource Planning system.
Status: This priority has been deferred to fiscal year 2018-19 due to staffing constraints.
- Evaluate feasibility of video conferencing system at QEC's head office and corporate office.
Status: Testing and software evaluation is expected to be completed by March 31, 2018.

Priorities (2018-2019)

- Re-evaluate core financial software system for improved business alignment.
- Develop self-study employee training resources for Enterprise Resource Planning.
- Implement satellite communications optimizations.
- Review best practices to assist Finance department with the development of a project plan for an Enterprise Resource Planning system.

- Upgrade QEC satellite communications infrastructure in the four Regional Centres: Iqaluit, Baker Lake, Rankin Inlet and Cambridge Bay.
- Upgrade core Information Technology servers in Iqaluit.
- Explore options to enhance stability and disaster recovery of QEC's Microsoft Exchange infrastructure.
- Implement electronic billing to customers based on the results of internal testing.

Priorities (2019-2020)

- Begin a comprehensive review of all Information Technology Policies and Procedures.
- Review of implemented software and technologies to ensure proper business relevance.

Priorities (2020-2021)

- Complete the review and update of all Information Technology Policies and Procedures.

5.0 Conclusion

QEC is committed to ensuring there is a safe, reliable, sustainable and affordable energy supply in Nunavut. We recognize the need to reduce our dependence on fossil fuel and are actively seeking ways to diversify our energy sources. We continue to expand and enhance the ways in which we communicate with our communities and examine methods to improve the interactions with our customers.

We look forward to strengthening our workforce through the ongoing training and development of local Nunavut Inuit employees. Ensuring that Inuit Qaujimagatunangit approaches are incorporated into day-to-day operations is key to fostering a positive work environment. It is through strong leadership, transparency, and diligent oversight that we will ensure our goals and priorities are achieved.

Bert Rose

Acting Chairperson, Board of Directors
Qulliq Energy Corporation

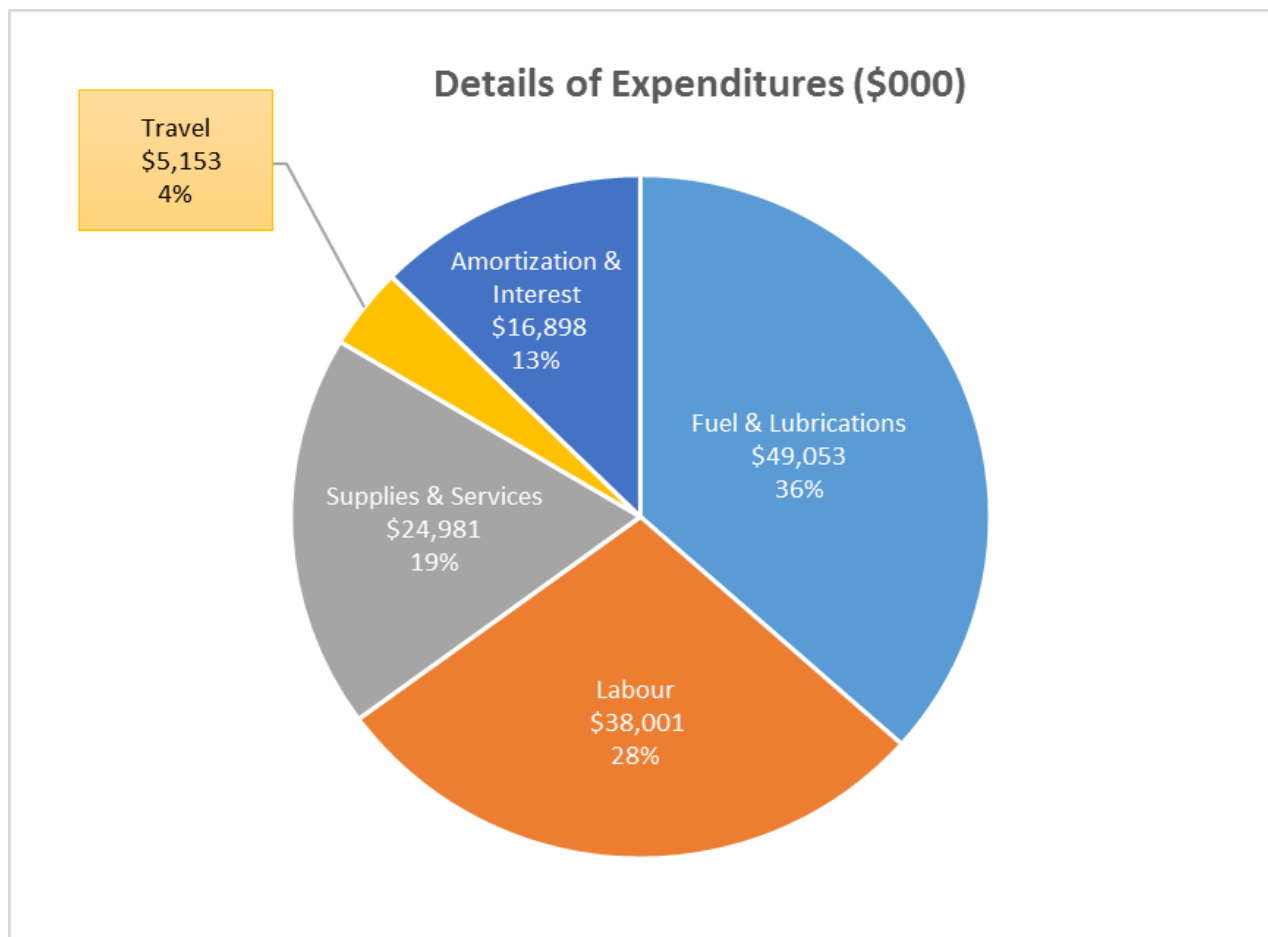
APPENDIX A – 2018-19 CAPITAL BUDGET/PLAN

2018-19 Capital Budget Listing

Item #	Plant #	Community	Description	Budget (\$)	Comments
1	501	Cambridge Bay	Upgrade U/G Fuel supply Line	220,000	Final Year of 2 year project
2	502	Gjoa Haven	Fire Alarm System	110,000	New 1 year project
			Subtotal - Kitikmeot Region	330,000	
3	601	Rankin Inlet	Genset Replacement G3	164,000	New 2 Year Project
4	604	Coral Harbour	Genset Replacement G1	164,000	New 2 Year Project
5	605	Chesterfield Inlet	Genset Replacement G3	164,000	New 2 Year Project
			Subtotal - Kivalliq Region	492,000	
6	701	Iqaluit	New Bulk Fuel Tank Upgrade	1,730,000	Year 4 of 4 year project
7	701	Iqaluit	DHS - Aquatic Center	753,000	Year 3 of 3 year project
8	703	Cape Dorset	New Power Plant Design / Build	15,811,000	year 8 of 9 year project
9	704	Resolute Bay	Fire Alarm System	110,000	New 1 year project
10	705	Pond Inlet	Genset Replacement G1	164,000	New 2 Year Project
11	712	Grise Fiord	New Power Plant - design and build	11,350,000	year 5 of 6 year project
			Subtotal - Qikiqtaaluk Region	29,918,000	
12	400	Nunavut	Satellite Hub Upgrade	466,000	New 1 year project
13	400	Nunavut	Applicant Tracking Software	78,000	New 1 year project
14	400	Nunavut	IT Server Replacements	233,000	New 1 year project
			Subtotal - Nunavut/Corporate	777,000	
15	400	Corporate	Unidentified Capital Projects	500,000	New 1 year project
			Total	32,017,000	

Appendix B - 2018-2019 Operations & Maintenance Budget

		Territorial	Qikiqtaaluk	Kivalliq	Kitikmeot	Total
		('000)	('000)	('000)	('000)	('000)
Revenue	Sales of Power	-	\$69,488	\$33,491	\$24,861	\$127,840
	Sales of Residual Heat	\$1,432	\$475	\$934	\$23	\$1,432
	Other Revenue	\$5,051	-	-	-	\$5,051
Total Revenue		\$6,483	\$69,488	\$33,491	\$24,861	\$134,323
Expenses	Fuel & Lubrications	-	\$28,136	\$12,244	\$8,673	\$49,053
	Labour	\$28,324	\$ 5,064	\$2,773	\$1,840	\$38,001
	Supplies & Services	\$16,218	\$ 4,411	\$2,250	\$2,102	\$24,981
	Travel	\$5,018	\$67	\$29	\$39	\$5,153
	Amortization & Interest	\$16,898	-	-	-	\$16,898
Total Expenses		\$66,458	\$37,678	\$17,296	\$12,654	\$134,086



Qulliq Energy Corporation

BUDGET SUMMARY REPORT 2018-19

	AMOUNT
	IN CAD
TOTAL REVENUE	\$134,322,000
Fuel and lubricants	\$49,052,000
GROSS MARGIN	\$85,270,000
EXPENSES	
Payroll	\$38,000,755
Supplies & Services	\$24,980,918
Travel & Accommodation	\$5,153,445
TOTAL OPERATING EXPENSES	\$68,135,117
EBITDA*	\$17,134,883
Amortization & interest	\$16,898,169
NET INCOME	\$236,714

* *Earnings Before Interest Tax Depreciation and Amortization*

Appendix C – Employment Summary and Targets

Quilliq Energy Corporation December 31, 2017

Quilliq Energy Corporation	As of Dec. 31, 2017		As of March 31, 2019	
	Capacity %		Capacity %	
Total Department Positions	202.4		202.4	
Total Filled Positions	178.2	88%	186.2	92%
Total Vacancies	24.2	12%	16.2	8%
Total Inuit	92.2	52%	100.2	54%
Total Executive Positions	2		2	
Total Filled Executive Positions	1	50%	2	100%
Total Vacant Executive Positions	1	50%	0	0%
Total Inuit in Executive Positions	0	0%	1	50%
Total Senior-Management Positions	7		8	
Total Filled Senior-Management Positions	7	100%	8	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Inuit in Senior-Management Positions	0	0%	0	0%
Total Middle-Management Positions	22		21	
Total Filled Middle-Management Positions	19	86%	20	95%
Total Vacant Middle-Management Positions	3	14%	1	5%
Total Inuit in Middle-Management Positions	3	16%	4	20%
Total Professional Positions	15		15	
Total Filled Professional Positions	12	80%	11	73%
Total Vacant Professional Positions	3	20%	4	27%
Total Inuit in Professional Positions	4	33%	0	0%
Total Paraprofessional Positions	94		94	
Total Filled Paraprofessional Positions	81	86%	86	91%
Total Vacant Paraprofessional Positions	13	14%	8	9%
Total Inuit in Paraprofessional Positions	34	42%	40	47%
Total Administrative Positions	62.4		62.4	
Total Filled Administrative Positions	58.2	93%	59.2	95%
Total Vacant Administrative Positions	4.2	7%	3.2	5%
Total Inuit in Administrative Positions	51.2	88%	55.2	93%