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

Business Plan

Government of Nunavut & Territorial Corporations

2017-2020



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INTRODUCTION

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

Drawing guidance and direction from *Sivumut Abluqta*, the 2017-2020 Business Plan of the Government of Nunavut is the formal statement of the Government’s goals for the next three years. It includes the plans of ten departments and four territorial corporations. The Business Plan is a strategic and operational plan tied to the Main Estimates, which provides details of expenditures projected to be incurred.

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

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

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

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 2017-2020 Main Estimates. For each line of business, a status report is provided on priorities identified for the 2016-2017 fiscal year. New priorities for each program are outlined for 2017-2020.

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

Electronic copies will be available on the Government of Nunavut’s website at www.gov.nu.ca.

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Sivumut Abluqta:
Stepping Forward Together

Government of Nunavut Priorities

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OUR VISION

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

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

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

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

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

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

WHERE WE ARE TODAY

Our People

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

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

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

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

Our Land

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

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

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

Our Economy

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

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

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

Our Territorial Government

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

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

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

GUIDING PRINCIPLES

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

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

SIVUMUT ABLUQTA: STEPPING FORWARD TOGETHER

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

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

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

Self-reliance and optimism through education and training

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

We will:

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

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

We will:

- Strengthen and enhance the use of the Inuit language.

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

We will:

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

Healthy families through strong and resilient communities

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

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

We will:

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

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

We will:

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

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

We will:

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

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

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

Economic growth through responsible development Across all sectors

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

We will:

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

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

We will:

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

Good government through wise use of our resources

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

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

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

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

We will:

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

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Environmental Scan

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ENVIRONMENTAL SCAN

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ENVIRONMENTAL SCAN

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

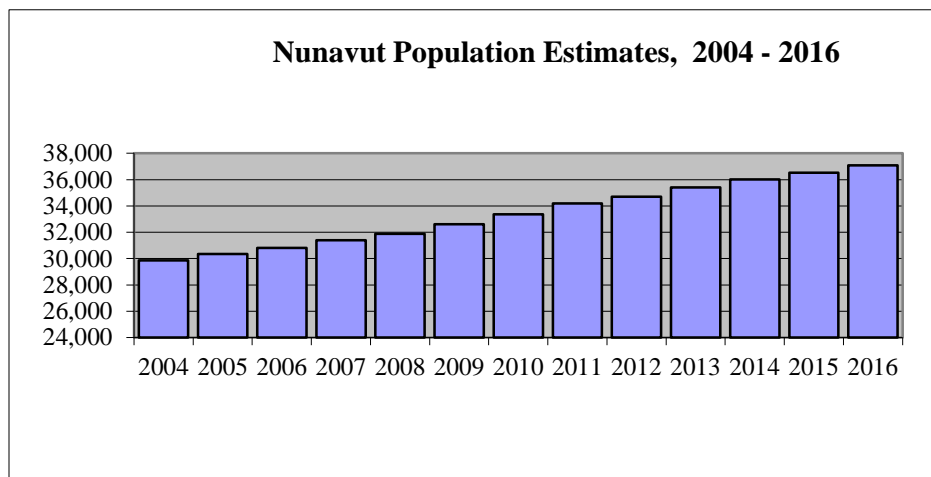
The environmental factors having the most direct impacts on our work include:

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

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

Demographics

Nunavut has Canada's youngest and one of the fastest growing populations. On average, the population has been growing by 1.9 percent annually since 2004. In total, the population has grown by 24.2% percent over the past 13 years. By comparison, Canada has grown an average of 1.0% annually or by a total of 13.6% over the same period.



Source: Statistics Canada, Demography Division

As of 2016, the median age of the Nunavut population was 26.1 years, compared to 40.6 years in Canada. The youthfulness of Nunavut is apparent, as 30.7% of the population is below the age of 15, compared to 16.1% in Canada. Despite the youthfulness, the population is aging, as the

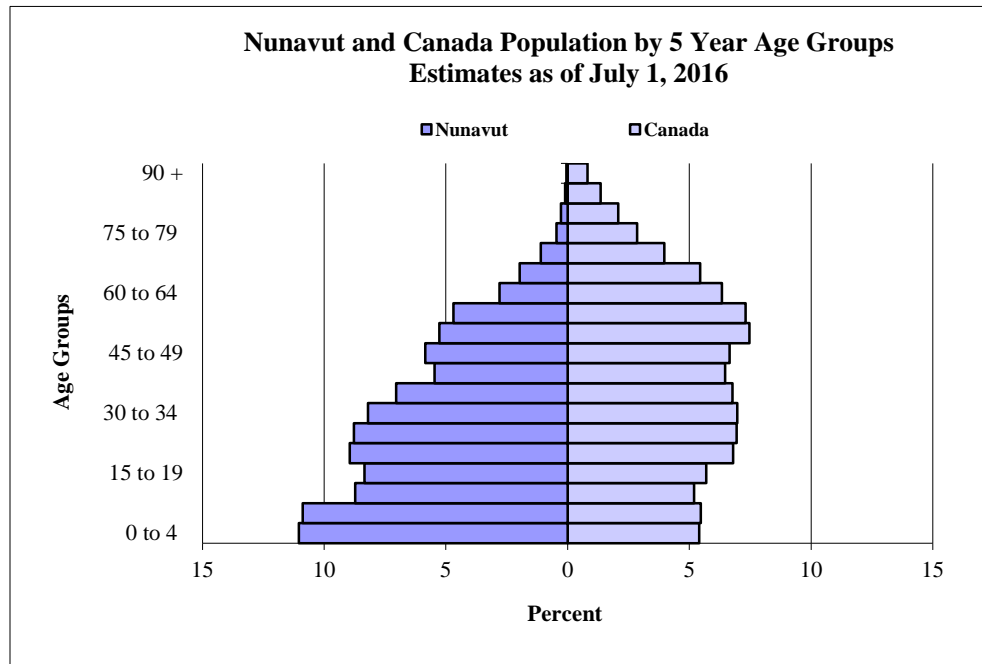
number of seniors has doubled since 2004. Seniors, however, presently make up a small percentage of the population, where 4.0% are 65 years of age and older, as compared to 16.5% in Canada.

Nunavut and Canada Population by age groups
Estimates as of July 1, 2016

Age Groups	Nunavut	Canada	Nunavut %	Canada %
Less than 15 years	11,368	5,831,649	30.7	16.1
15 to 64 years	24,245	24,464,265	65.4	67.4
65 years and over	1,469	5,990,511	4.0	16.5
Total	37,082	36,286,425	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 37,082 (as of July 1, 2016). 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 36,286,425).

Nunavut Community Population Estimates as of July1, 2016

Iqaluit	7,590	Naujaat	1,069
Arviat	2,772	Coral Harbour	1,080
Rankin Inlet	2,675	Kugaaruk	972
Baker Lake	1,997	Hall Beach	956
Igloolik	1,986	Sanikiluaq	887
Cambridge Bay	1,746	Arctic Bay	876
Pond Inlet	1,663	Qikiqtarjuaq	616
Pangnirtung	1,633	Chesterfield Inlet	473
Kugluktuk	1,610	Whale Cove	462
Gjoa Haven	1,483	Kimmirut	450
Cape Dorset	1,481	Resolute	210
Clyde River	1,127	Grise Fiord	167
Taloyoak	1,076	Unorganized Areas	25

Source: Nunavut Bureau of Statistics

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

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

Economy

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

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

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

Economic Development and Entrepreneurship

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

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

Mineral and Petroleum Exploration and Development

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

Some minerals have posted significant gains in 2016. By mid-year, gold had risen by 25% and iron ore by 50%. These higher prices support the two operating mines in the territory. It also augurs well for the 2017 opening of a third mine in the Kitikmeot. This new operation owned by TMAC would be producing gold and is located at Hope Bay. The mining sector represents about a quarter of the Nunavut economy. The gold production at Meadowbank mine, operated by Agnico Eagle Mines Ltd., constitutes a large share of this sector's output. The company also owns the Meliadine gold project near Rankin Inlet, which is anticipated to commence production in 2020. Located 50 kilometers northwest of Meadowbank, mineral resources at the new Amaruq project, have already exceeded those at Meadowbank. Agnico Eagle has indicated that the company plans are structured on operating in Nunavut well beyond the next decade. In the Qikiqtaaluk region, the Baffinland Iron Mines' Mary River mine started production in September 2014. In October 2014, the company put forward a proposal to triple the production (compared to the approved plan) and to ship ore ten months of the year. A revised Environmental Impact Statement is expected in the near future. It will include the construction of a railway line to transport ore from Mary River to Milne Inlet.

Nunavut has significant petroleum potential. Nunavut, a quarter of Canada in area, is estimated to have approximately a 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 1228 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 tremendous potential to support the development of tourism. Inuit cultural activities, the arctic environment and wildlife form the basis for viable economic activities and help create sustainable livelihoods for families through the arts, crafts, and tourism. From soapstone carvings to the production of feature films, Inuit knowledge is applied in many artistic media today. Inuit and arctic themes enjoy wide recognition and appeal to select North American and global markets.

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

The tourism sector brings external capital into the territory and promotes Inuit culture. It plays a key role in enhancing Nunavut's reputation in Canada and abroad. Tourism has regained most of the ground it had lost during the global recession of 2008/2009, although the cost and airline access are still major deal-breakers for tourists. The Territory needs to study best practices in terms of transportation and accessibility.

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

Labour Market

The Nunavut Bureau of Statistics monitors and reports monthly on labour force statistics. The challenge of improving employment opportunities, and the capacity of Nunavummiut to gain that

employment, is one that is shared across all governments and other institutions. The government must continue to foster the conditions to help create private sector employment, as it did rather successfully in the past.

On average, from August 2016 to October 2016, the number of employed people in Nunavut was estimated at 13,700, an increase of 800 persons from the same period in the previous year. The participation rate also rose from 64.7% to 66.1%. Over the past 12 months, employment for Inuit went up by 3.5 percentage points, while for Non-Inuit residents it went down by 2 percentage points. In percentage terms, employment grew at a solid rate of approximately 3% annually since 2009.

Career Development

The Nunavut Apprenticeship Program has undergone a thorough review. The Department of Family Services is currently developing an implementation plan to prioritize improvements to the program based on the review. The review comes at an appropriate time when there is a national movement towards apprenticeship harmonization and recognition to facilitate apprenticeship mobility across jurisdictions. The federal apprenticeship harmonization initiative and the apprentices labour mobility protocol will have implications for policy development in Nunavut.

A recent amendment to the Labour Market Development Agreement with the Government of Canada will provide an additional \$118,858 to Nunavut to deliver employment training programs. The additional funding will allow the Department of Family Services to improve access and support for its employment and training programs.

The Government recognizes that more specialized programs need to be introduced in Nunavut. Targeted youth programs, for Nunavummiut who are not in school and between the ages of 15-30, are a priority in Nunavut based on current labour market information. As a result, new youth labour market training initiatives are being developed which will enhance current youth programming.

There is a growing need for in-person client service in Nunavut, which will require additional career development officers in more communities. This will facilitate better and more use of labour market programs for training and educational purposes. It will also help facilitate community outreach.

Income Assistance

The Government of Nunavut administers a variety of benefit programs that provide various levels of financial assistance to people 18 years of age and over and their dependents. Income Assistance programs include Social Assistance, Senior Fuel Subsidy, Senior Citizens Supplementary Benefit, and Daycare Subsidy.

Income Assistance continues to face increasing financial pressures. Its expenditures have increased from \$27.95 million in 2010/2011 to \$44.7 million in 2016/2017. In 2015, more than 14,428 residents accessed the Income Assistance program.

The Government is seeking ways of making income assistance programs work better for its clients. In the fall of 2015, the Government conducted community engagement in all 25 communities across the Territory to hear from Nunavummiut about what works and what needs to change with respect to Income Assistance and Economic Development. Based on this community engagement, the *Report on the review and reform of Income Assistance and Economic Development* was tabled in June 2016 and proposes 20 reforms to Income Assistance and Economic Development programs. The first set of reforms will focus on improving incentives for clients to earn their own income or take training.

Self-reliance is a shared responsibility between the individual, the community and the Government. As Nunavut's large cohort of young people become adults, efforts must continue to expand the link between Income Assistance and other service providers like Nunavut Arctic College and the Career Development Division. As a result, the Department of Family Services is expanding its Getting Ready for Employment and Training (G.R.E.A.T) program, an employment readiness program that targets income assistance recipients. By December 2017, G.R.E.A.T will have been delivered in all 25 communities in Nunavut.

Nunavut Average Social Assistance Caseloads by Community for 2015				
Community Name	2015 Total Count	2015 Average Monthly Caseload	2014 Average Monthly Caseload	Change () decrease
Arctic Bay	1,797	142	150	(8)
Qikiqtarjuaq	1,348	111	112	(1)
Cape Dorset	3,599	285	300	(15)
Clyde River	2,473	207	206	1
Grise Fiord	157	13	13	0
Hall Beach	1,548	127	129	(2)
Igloolik	3,187	267	266	1
Iqaluit	5,069	425	422	3
Kimmitut	984	79	82	(3)
Pangnirtung	2,389	190	199	(9)
Pond Inlet	2,547	200	212	(12)
Resolute Bay	93	7	8	(1)
Qikiqtani Region:	25,191	2053	2099	(46)
Arviat	4,249	348	354	(6)
Baker Lake	2,137	193	178	15
Chesterfield Inlet	401	28	33	(5)
Coral Harbour	1,333	116	111	5
Rankin Inlet	1,682	131	140	(9)
Repulse Bay	1,513	119	126	(7)
Saniqiliuaq	2,582	206	215	(9)
Whale Cove	599	42	50	(8)
Kivalliq Region:	14,496	1183	1200	(24)
Cambridge Bay	1,662	122	139	(17)
Gjoa Haven	3,668	298	306	(8)
Kugluktuk	3,036	236	253	(17)
Kugaaruk	2,120	178	177	1
Taloyoak	2,496	217	208	9
Kitikmeot Region:	12,982	1051	1083	(32)
	-			
Nunavut Total:	52,669	4287	4389	(108)

Note 1: While the Department of Family Services, Government of Nunavut, uses reasonable efforts to provide accurate and up-to-date information, some of the information collected to provide these statistics is based on manual data. Nunavut is currently in the process of deploying an automated system throughout the territory.

Poverty Reduction

We need to strengthen support for healing and wellbeing and increase opportunities and support for learning and learning outcomes given that poverty in Nunavut has many dimensions. It is linked to food insecurity, inadequate access to housing, poor health, low rates of school achievement, low income, addictions, and family violence.

The Government of Nunavut works with various stakeholders in poverty reduction. The Department of Family Services is responsible for chairing the Nunavut Roundtable for Poverty Reduction and the Nunavut Food Security Coalition and for guiding the implementation of Makimaniq II: Our shared approach to poverty reduction. The Roundtable and Coalition provide forums to create territory wide and cross-sector consensus on social challenges related to poverty reduction. They are examples of the application of Article 32 of the Nunavut Land Claims Agreement. They bring together partners under a joint commitment and shared accountability to work together and contribute to the work to be done to achieve the shared vision of poverty reduction and reduced food insecurity.

The work of poverty reduction requires identifying barriers created by policies and advocating for change. This work requires collaboration and a sustained commitment by governments, Inuit organizations, communities, non-government organizations, and businesses across many sectors. Addressing poverty will require ongoing public engagement in the development and implementation of solutions, increased capacity to collaborate and openness and willingness across departments to prioritize collaboration and policy and program reform.

Nunavut shelters operate at overfill capacity 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. Nunavut does not have transitional, supportive or suitable affordable housing to help Nunavummiut move out of homelessness towards independent living.

Social and Cultural Factors

Culture and Heritage

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

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

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

Language

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

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

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

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

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

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

The Government of Nunavut is committed to implementing Nunavut's new language legislation by ensuring its spirit and intent are reflected in government policies, programs, and services. The Government of Nunavut adopted in October 2012 the first Uqausivut, the comprehensive plan to

implement the provisions of the language laws. The Government of Nunavut reviewed and will present a plan in the current fiscal year with updated measures through which departments and public agencies will meet their language obligations until 2020.

The role and responsibility for implementation, development, and enforcement are assigned to different bodies.

- The Minister of Languages is responsible for coordinating the implementation, management, monitoring, and evaluation of the legislation by departments and public agencies. The Minister is also mandated to promote the equality of Official Languages in Nunavut, and to create policies or programs to support the revitalization of Inuktitut among youth and communities with concerns of language loss, and strengthening its use among all Nunavummiut.
- The Inuit Uqausinginnik Taiguusiliuqtiit was established under the *Inuit Language Protection Act* as an independent body of language experts. They have the mandate to develop and standardize terminology, expression, usage, and orthography for the modern use of Inuktitut in government and business.
- The Office of the Languages Commissioner has an expanded role in the investigation of concerns about language services both in the public and private sectors, and in finding innovative solutions and, if necessary, seeking remedies for serious violations of the Acts through the Nunavut Court of Justice.

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

Inuit Societal Values

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

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

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

Youth

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

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

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

Elders

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

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

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

Heritage

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

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

Educational Attainment

For all educational attainment indicators, except trades and college, Inuit Canadians aged 24-64 are significantly behind non-Aboriginal Canadians.

According to the 2012 Aboriginal Peoples Survey, 42% of Inuit aged 18 to 44 had a high school diploma or equivalent in 2012. Of these high school graduates, 15% of Inuit had left school at least once before later returning to obtain a high school diploma.

The 2012 Aboriginal Peoples Survey also showed that 26% of Inuit aged 18 to 44 had postsecondary credentials, that is, a certificate, diploma, or degree above the high school level. The corresponding figure for the non-Aboriginal population in 2011 was 64%, according to the National Household Survey.

Proportion with selected levels of educational attainment among Inuit population aged 25 to 64 living within or outside Inuit Nunangat, Canada, 2011		
Selected levels of educational attainment	Within Inuit Nunangat	Outside Inuit Nunangat
	Percentage	
Postsecondary qualifications	28.2	53.3
Trades certificate	12.4	15.5
College diploma	12.7	22.4
University certificate below bachelor	1.3	2.7
University degree	1.9	13.0

Source: Statistics Canada, National Household Survey, 2011

The differences in educational indicators are also reflected in the 2006 employment and unemployment rates and average earnings. Inuit Canadians do not participate in and benefit from the economy to the same degree as non-Aboriginal Canadians.

Educational Attainment of Inuit and Non-Aboriginal People aged 25 to 64

	Inuit Nunavummiut	Non-Inuit Nunavummiut	Non-Aboriginal Canadians
Without high school graduation	60%	7%	15%
High school graduation or equivalent	9%	14%	24%
Post-Secondary Qualification	31%	78%	61%
Trades Certificate or Diploma	10%	8%	12%
College Certificate or Diploma	18%	24%	20%
University Certificate, Diploma, or Degree	4%	46%	28%

Source: Statistics Canada, Selected 2006 Census Data on the Aboriginal Identity Population, Publication 89-636-x.

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. Whether it be housing required for educators, shipping of material or development of information technology infrastructure, higher costs mean challenges that can have real consequences to education delivery and quality.

Despite these challenges there are opportunities for improvement and there continue to be policy and programmatic responses underway to support students to graduate so that they can take advantage of their options to continue their education in post-secondary programs, including trades and apprenticeship training, as well as to increase participation in the labour force.

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 issue as few non-governmental organizations have the means to support capital projects. One indicator from 2014 that illustrates this lack of availability is that the Canadian average of child care space availability (both full and part-time), in relation to population size of children aged 0-5 was 24.1% but in Nunavut was only 22.8%. Facilities also struggle to maintain a stable pool of labour as wage levels of early childhood educators cannot compete with wages in the public sector. Despite efforts to train new early childhood educators and enhance the skills of existing educator's turnover is still an issue. Because of these issues, the Government of Nunavut is actively exploring how it can better support early learning and child care by making spaces more affordable and accessible for Nunavummiut.

In Nunavut, the Government of Nunavut, through the Department of Education, is responsible for the inspection and licensing of childcare facilities in accordance with the *Child Day Care Act* and Regulations. Licensed childcare facilities and early childhood programs are operated by non-governmental organizations and private family day home operators. The department delivers a number of programs to support these facilities including daycare startup grants (for toys and equipment only), funding for the operation and maintenance of childcare facilities, funding for young parents to pay for their child to attend a licensed childcare facility in order for a parent to remain in school, and work to earn their high school diploma. The department also provides training support to facilities so that they can remain in compliance with the *Child Day Care Act* and Regulations. In addition, all new schools in Nunavut are planned so that space exists for a licensed childcare facility to operate in the building.

Kindergarten to Grade 12 (K-12) Schools

The Nunavut K-12 system continues to make incremental progress as the number of graduates has risen steadily since the inception of the territory. Despite these 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.

In response to the reviews of the *Education Act* by the Auditor General of Canada and the Legislative Assembly Special Committee to review the *Education Act* and its own external review of inclusive education, the department is moving forward to address issues ranging from: attendance, assessment, bilingual education, inclusive education, curriculum, and parental involvement.

Efforts continue to be made to strengthen the education system, which includes emphasis on adopting proven K-12 curriculum supported by resources and assessment practices that both reflect the needs of Nunavut learners as well as the ability to increase accountability. The department has continued to focus its resources and energy on the development of teaching and learning resources to support its efforts to increase the capacity of the school system to deliver and evaluate student literacy in its official languages. The adoption of a system-wide guiding reading program for K-4 continues to progress with both kindergarten and Grade 1 resources already being delivered and in use in Nunavut schools. This initiative is intended to ensure that teachers are trained, supported, and given the resources they need to support students to become literate. Increasing the quality of instruction in the early years is a key factor in reducing dropout rates, as those same students will no longer become frustrated by learning challenges and disengage with the school program as they move into higher grades.

Nunavut's school attendance rates are also among the lowest in the country and this impacts student achievement. Even missing one day of instruction per week can result in years of instruction being lost and in turn lower student achievement. This complex issue is difficult to address but one 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 to be literate, numerate and with all essential employability skills. This has translated directly into greater pressure on the K-12 system to produce more graduates with the literacy and numeracy skills required by employers. This pressure has also impacted Nunavut Arctic College. In response, the college has taken pains to increase both the quality and number of programs delivered at the post-secondary and academic readiness levels in order to support adult learning.

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. 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 to reduce tobacco use and promote food security and nutrition. All GN departments and agencies work together with community partners and stakeholders to promote healthy living.

Healthy living encourages healthier pregnancies, lower rates of chronic and communicable disease, and improved mental wellness. Traditional and clinical approaches both play a role in 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.

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 promotions, recognizing that the development of physically active, healthy communities today will reduce the high cost of primary health care in the future.

Proactive steps are taken to strengthen financial and human resource management to contain cost increases and ensure the delivery of quality services. Greater emphasis focused on the model of care, evaluation of departmental programs and services to ensure effectiveness and efficiency. The department will be developing a model for appropriate staffing complements and levels within communities. 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

It is a departmental priority to effectively design, deliver, and evaluate programs; particularly important is reporting on the health status of Nunavummiut.

The first phase of the Interoperable Electronic Health Record (iEHR) will be completed by December 2017. To improve overall public health surveillance, the iEHR will provide the department with a modern, precise and secure clinical information system to direct limited resources, contribute clinical information, and enable reporting capabilities.

Child and Family Services

The Government 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.

Repatriation initiatives for clients out of territory are continuing.

The GN 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

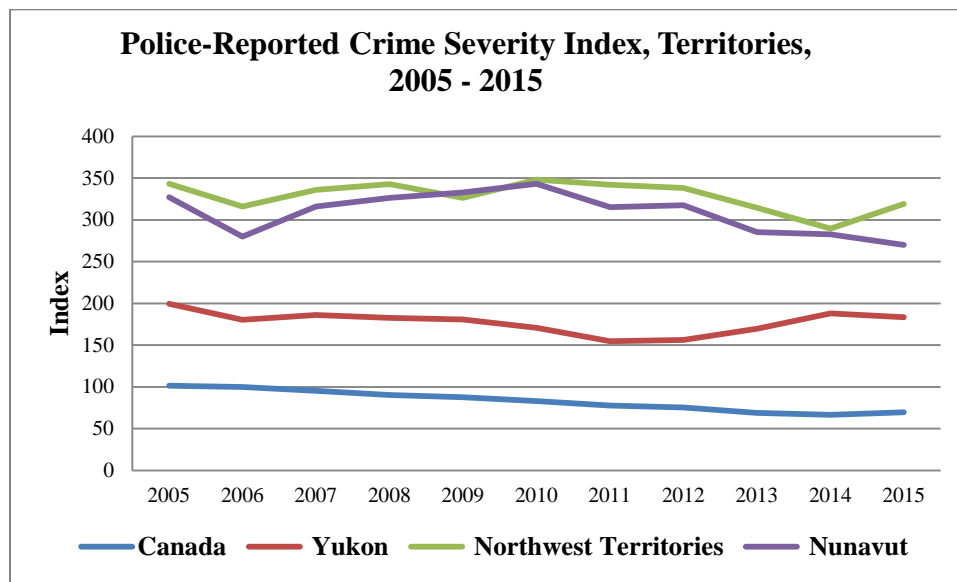
A number of factors establish unique challenges for the administration of justice in Nunavut. Some of these factors include a high incidence of crime (particularly violent crime), addiction, and mental illness, strain on the resources of the courts, corrections, and police, and developing trends in crime.

Crime Rate

The most recent statistics from the Nunavut Court of Justice indicate an overall decline in crime rates in Nunavut. The number of adult charges had risen steadily from 2000 to 2012 (when it peaked at 7551 charges), but has since declined in 2013 (6455 charges) and 2014 (5445 charges). Youth charges have seen a similar decline from a peak in 2010 (1247 charges) to 2014 (451 charges).

Although there has been a decrease in overall reported crime rates in 2014 and 2015, the rate of violent crime in Nunavut still far exceeds the National average. As indicated in the chart below, in 2015 the rate of violent crime in Canada was 1,062.1 per 100,000 persons, while it was 7,947.1 per 100,000 in Nunavut. 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 2015 was 270.2, which is second only to the Northwest Territories (319.0), and far exceeds the national average of 69.8.



Source: Statistics Canada, Canadian Centre for Justice Statistics, Uniform Crime Reporting Survey

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 under a coordinated Crime Prevention Strategy as well as programs and services for victims. However, prevention requires a coordinated response involving individuals, families, communities, private organizations, the police, and various government departments. In 2015, the Community Justice Division collaborated with the Department of Health to establish the joint Ikajuqtigiinniq Project focusing on crime prevention and wellness at the community level.

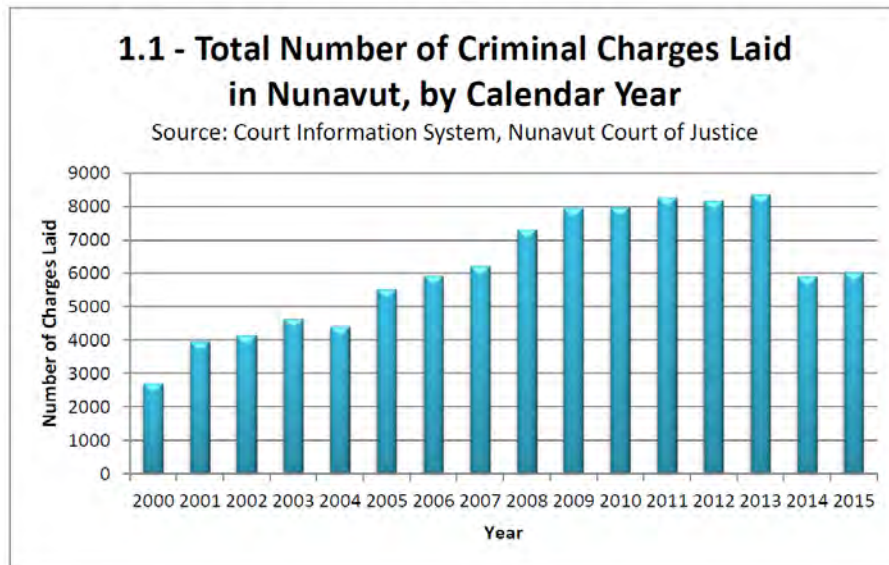
Corrections

The Government of Nunavut is making progress in its corrections role. The Department of Justice opened Nunavut's first women's correctional facility in June 2010, and the Rankin Inlet Healing Centre in February 2013, and the Makigiarvik Correctional Centre in 2015 both for minimum and medium security inmates. These 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. However, the Nunavut corrections system still requires a new facility capable of housing maximum security inmates. The Department of Justice is now working to construct a new core facility in Iqaluit that will offer a long-term solution to corrections capacity Nunavut.

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 4 homicide charges and 2 attempted murder charges on its docket in addition to numerous other criminal matters. There are currently four resident judges with the Nunavut Court of Justice. The Court has two vacancies to be filled by the Federal Minister of Justice. The court also has a roster of about 39 deputy judges which includes 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 court's use of deputy judges was 44 sitting weeks in 2015.

The following chart, illustrates the number of criminal charges laid in Nunavut from the year 2000 to 2015.



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

Policing

The RCMP continues to work diligently to ensure public safety and security in Nunavut Communities. RCMP “V” Division has 142 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 to 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 received quality legal representation in the areas of criminal, family law, and civil law. In 2015-2016, the Legal Services Board opened 2030 criminal law files, 177 family law files, and 231 civil law files.

The Nunavut Court of Justice has been diligently working to reduce wait times and to ensure that the Nunavut Court of Justice regularly holds court in each community in Nunavut. Recent statistics Canada information has indicated that Nunavut has the second shortest judicial wait times in Canada. The Nunavut Court of Justice sat for 65 sitting weeks in 2015 visiting each community in Nunavut for no less than two weeks.

Trends

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

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

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. We are committed to working with our partners to ensure that any

development that proceeds occurs in a manner consistent with our values and that leaves the land in such a way that it will be enjoyed by future generations of Nunavummiut.

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

Communities

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

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

The coordinated approach with our partners and stakeholders supports the sustainable use of wildlife and marine resources, protection of our environment and people, and the preservation of

parks and conservation areas. By collaborating with other organizations and institutions, the impact of research and program dollars and increase or supplement to technical capacity can be maximized.

Climate Change

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

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

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

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

Energy and Infrastructure

Energy

Due to Nunavut's vast land mass, each community has its own independent energy system, presenting serious challenges to the development of an energy system that is sustainable and reliable. Nunavut relies on imported fossil fuels for all of its energy needs, importing 170 to 230 million litres of fuel annually for transportation, heating and electricity generation. All of Nunavut's fuel is purchased and shipped in bulk during a short summer season and stored in facilities in each community.

Year over year, Nunavut's energy use is increasing and a growing share of Nunavut's budget must be allocated, directly and indirectly, to providing energy for Nunavummiut. As the economy and population of the territory grow, so too does the demand for imported fuels. Moreover, fluctuations and volatility in world energy prices provide added pressure on territorial energy planning.

However, it is this volatility and the long-term impacts of fossil fuel use, combined with new resource projects receiving regulatory approval, that present a new opportunity for increased renewable energy generation and energy efficiency improvements. 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.

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 reliant on satellite internet, with limited redundancy: 14 of Nunavut's 25 communities rely on a single satellite.

In 2011, the Canadian Radio-television and Telecommunications Commission (CRTC) set a universal target for all Canadians to have access to 5Mbps downstream/1Mbps upstream by the end of 2015 – a service level most Nunavummiut will not have access to for some time. The 2014-15 federal budget unveiled \$305 million towards supporting northern and rural broadband. While the target for the rest of Canada is 5Mbps downstream and a 45GB monthly cap, the \$50 million northern component for Nunavut and Nunavik only supports a target of 3Mbps downstream and a 20GB monthly cap. Thus from 2016 to 2019, Nunavummiut will have to make do with a service level that the vast majority of Canadian consumers have long surpassed.

While basic voice service is part of the Basic Service Objective and subsidized through steady annual funding, the federal government's approach to supporting broadband in the North has been to rely on market forces and a patchwork of targeted government funding programs. In recent years, the CRTC has undertaken a number of activities in an attempt to modernize northern telecommunications. The Commission is currently reviewing basic telecommunications services to determine "which telecommunications services Canadians require to participate meaningfully in the digital economy and the Commission's role in ensuring the availability of affordable basic telecommunications services to all Canadians." The outcome of this proceeding could have a significant impact on the future of telecommunications in Nunavut.

Acquisition of Goods and Services

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

The *Nunavummi Nangminiqaqtunik Ikajuuti* (NNI) Policy, 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 is currently being renewed in partnership with Nunavut Tunngavik Incorporated. The amended policy is expected to bring changes and improvements to the government's preferential procurement system.

Support for Municipalities

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

Community Infrastructure

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

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

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

Municipal Capacity

The Government of Nunavut supports building human resource capacity for municipalities through support of the Municipal Training Organization (MTO). 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

An efficient government can only operate with skilled, committed, and motivated public servants. The continued challenge for the GN is targeting and attracting high quality candidates. To achieve this, 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 community are some of the activities the GN needs to pay particular attention to. It is essential that the public service develop and nurture the technical skills and knowledge to meet the goals and objectives of the GN.

The Human Resource (HR) Strategy (2014-2018) has comprehensive objectives and actions aimed at building a strong foundation of skilled employees, growing strong and effective leaders, and creating and supporting a healthy and respectful workplace. It includes actions aimed at improving employee recognition, motivation, and engagement to maintain and increase employee retention. A succession-planning framework, mentoring, and job shadowing tied to individual and organizational training needs is a priority for the GN.

As of June 30, 2016, GN departments had an average capacity of 72%, although this number varies from community to community. For example, Sanikiluaq and Kugaaruk are currently at 84%, whereas Resolute Bay is at 57%. The 2015-16 Public Service Annual Report indicates the retention rate as 85%. It has been fluctuating over the last 10 years 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 is high across Canada and employers across all jurisdictions and sectors also face the challenge of retention. The GN as Nunavut's single largest employer considers employee retention a top priority. As such the Department of Finance works collaboratively with all client departments and public bodies to develop the tools for addressing employee retention. Significant progress has been made through subsidized staff housing rents; the implementation of an employee household allowance; competitive wages and benefits; continuous service bonuses and recognition of long-term service. The GN is also committed to continued investment in the education and development of all current and potential public servants, with an emphasis on increasing Inuit employment in professional and leadership roles in the public service.

Nunavut competes for specially trained professionals in a competitive labour market with other provincial, territorial, and international jurisdictions. The recruitment and retention of all health professions and allied professionals remains a significant challenge. Physician recruitment and retention efforts are focused on increasing the number of long-term family physicians practicing in Nunavut to provide consistent care for the population. The Department of Health will require additional health professionals and para-professionals to respond to the needs of the territory's growing population and provide increased in-territory services.

Inuit Representation in the Public Service

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

In June 2016, overall Inuit representation across all employment categories in the public service was 51%, stable across the five (5) most recent fiscal years since 2011-12. Though the overall rate of Inuit employment has remained stable, the total number of NLCA Beneficiaries employed by the GN has increased. There were 4,763 full time GN positions, with Beneficiaries occupying 1,744 of the 3,448 filled positions. Forty percent of the positions are in Iqaluit, while the remaining 60% are in other communities across Nunavut. Representation of beneficiaries is 36% in Iqaluit. Beneficiary representation in other communities ranges from 38% (Resolute Bay) to 76% (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. Crude oil and respectively refined petroleum products prices continue to be volatile because of political instability, adverse weather, terrorism, and surging demand from developing countries.

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

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

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

Financial Resources

The Government of Nunavut receives most of its revenues from the federal government through major fiscal transfers, notably the Territorial Formula Financing (TFF) arrangement. The GN raises the balance of its funds through territorial taxes and other own-source revenue streams. Until our private-sector economy and tax base expands, the GN will continue to rely 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

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

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

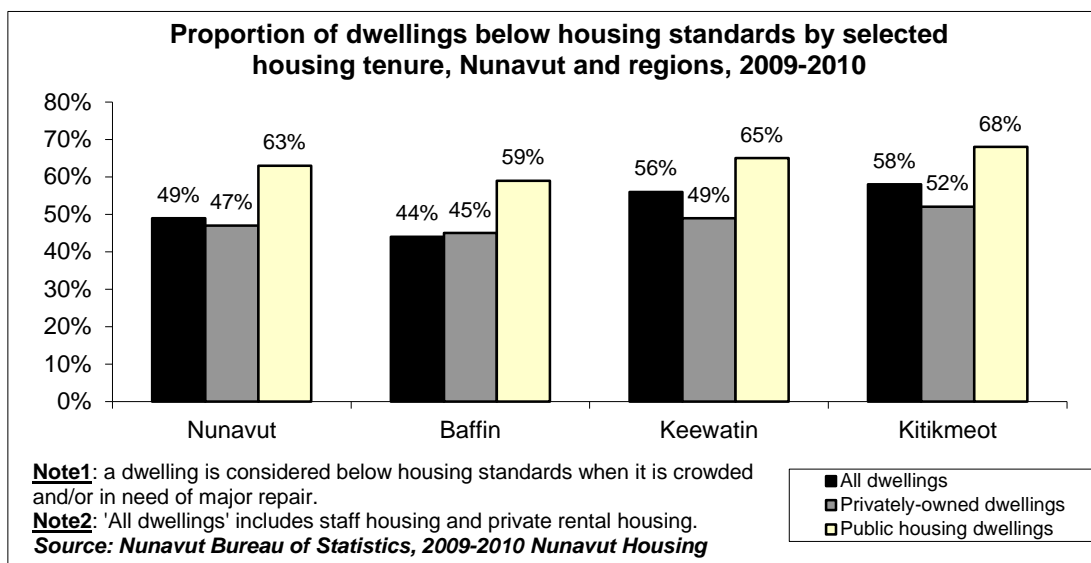
- 35 % of Nunavut homes are overcrowded;
- 23% of Nunavut homes are in need of major repairs;
- Approximately 4% of the population (1,220 individuals) is “homeless” - living temporarily in another person’s dwelling.

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

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

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

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



In 2014/15, there were 5,153 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 per year will be required.

In its 5,153 units, the Nunavut Housing Corporation currently serves 19,356 public housing tenants. 74.7% of public housing tenants over the age of 18 earn less than \$22,800/year.

Governance

Nunavut Land Claims Agreement

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

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

Consensus Government

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

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

Intergovernmental Relations

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

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

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INUIT EMPLOYMENT PLAN – Government of Nunavut Departments

Introduction

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

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

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

The following table is a snapshot of the public service as of September 30, 2016 by occupational category:

September 30, 2016	Total Positions				Beneficiaries	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	30	2	28	93%	9	32%
Senior Management	139	23	116	83%	27	23%
Middle Management	391	104	287	73%	95	33%
Professional	1556	445	1111	71%	408	37%
Paraprofessional	853	278	575	67%	317	55%
Administrative Support	1201	338	862	72%	668	77%
TOTALS	4169	1190	2979	71%	1524	51%

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 September 30, 2016 by department:

September 30, 2016	Total Positions				Beneficiaries	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Community & Government Services	411	146	265	64%	113	43%
Culture and Heritage	91	20	71	78%	57	81%
Economic Development & Transportation	140	42	98	70%	56	57%
Education	1282	138	1144	89%	587	51%
Environment	135	45	90	67%	36	40%
Executive & Intergovernmental Affairs	102	19	83	81%	60	72%
Finance	275	83	192	70%	87	45%
Health	1146	545	601	52%	308	51%
Family Services	218	60	158	73%	93	59%
Justice	370	92	278	75%	126	45%
TOTALS	4169	1190	2979	71%	1524	51%

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 *Sivumut Abluqta: Stepping Forward Together*. Progress will occur by creating and enhancing opportunities for Inuit employment by identifying and providing practical tools to hire Inuit in all departments and agencies.

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

Government Wide Plan

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

- Initiatives specifically designed for 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, 2018. The following identifies the targets by occupational category:

March 31, 2018	Total Positions				Beneficiaries	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	31	2	29	94%	10	34%
Senior Management	140	9	131	94%	31	24%
Middle Management	393	67	326	83%	113	35%
Professional	1582	340	1242	78%	444	36%
Paraprofessional	886	205	680	77%	443	65%
Administrative Support	1217	193	1024	84%	909	89%
TOTALS	4249	816	3433	81%	1950	57%

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

The following is a snapshot of the Inuit employment targets for March 31, 2018 by department:

March 31, 2018	Total Positions				Beneficiaries	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Community & Government Services	419	119	300	72%	129	43%
Culture and Heritage	91	8	83	91%	70	85%
Economic Development & Transportation	142	30	112	79%	69	62%
Education	1293	149	1144	89%	710	62%
Environment	139	42	97	70%	41	42%
Executive & Intergovernmental Affairs	102	5	97	95%	69	71%
Finance	281	62	219	78%	104	47%
Health	1177	273	903	77%	511	57%
Family Services	229	54	175	77%	107	61%
Justice	378	75	303	80%	140	46%
TOTALS	4249	816	3433	81%	1950	57%

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

Initiatives Specifically Designed for Inuit

The following initiatives are available specifically for Inuit to enhance beneficiary employment and support departmental Inuit Employment Plans:

Priority Hiring Policy

Since 2000, the Government of Nunavut has applied the Priority Hiring Policy. This policy gives priority consideration in the recruitment and selection of Government of Nunavut employees to 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.

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

Trainee and Internships

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

Inuktitut as a First Language

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

Initiatives Available for All Government of Nunavut Employees

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

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, 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.

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**

2017-2020

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CORE BUSINESS

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

	Budget (\$000)			
	2016-17	2017-18	2018-19	2019-20
Executive, Directorate	8,594	8,408	8,408	8,408
Strategic Planning	3,605	3,303	3,303	3,303
Sivumuaqatigiit	3011	2,723	2,723	2,723
Public Service Training	5031	5,112	5,112	5,112
Intergovernmental Affairs	5,338	5,982	5,982	5,982
Devolution Secretariat	2,307	2,358	2,358	2,358
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.
- Coordinate the government communication strategies and ensure consistent messaging
- Manage the GN access to information and protection of privacy requirements.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Premier's Office		1,178	1,283	1,283	1,283

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

Department of Executive and Intergovernmental Affairs

Ministers' Offices	3,465	3,120	3,120	3,120
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Each Minister has a budget to cover two staff and relevant operational expenses. The Ministers, within the general framework set by Cabinet and legislation, guide the activities of these offices.

Commissioner's Office	297	299	299	299
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The Commissioner and Deputy Commissioner of Nunavut are federal appointees, similar to a provincial Lieutenant Governor. The Commissioner performs constitutional and statutory duties and assists in protocol and cultural capacities supported by one staff person.

Deputy Minister	475	624	624	624
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This office supports and organizes the overall work of Cabinet and its committees. It also coordinates the Deputy Ministers Committee and its subcommittees, as well as leading interdepartmental policy coordination.

Corporate Services	1,205	1,164	1,164	1,164
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Corporate Services provides financial and administrative support to the Department of Executive and Intergovernmental Affairs, the Office of the Premier, the Cabinet Ministers, and the Commissioner of Nunavut. This program provides human resource support, planning and evaluation, budget development, analysis and control, and departmental financial accounting and payment services.

Access to Information and Protection of Privacy	325	355	355	355
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This office ensures compliance with the *Access to Information and Protection of Privacy Act* (ATIPP) and provides coordination of all ATIPP issues, activities and training. The office also provides consultative services to government staff in relation to access to information requests and internal processes related to access and privacy.

Utility Rates Review Council	473	475	475	475
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The Utility Rates Review Council (URRC) is an arms-length advisory council. It responds to its mandate as set out in the *Utility Rates Review Council Act*. It provides advice and recommendations to the responsible Minister of a designated utility or any other Minister. It advises on matters concerning the imposition of rates and tariffs related to the provision of electricity service, permission for major capital projects and any other matters related to a utility that are referred to the Council. This regulatory model helps balance the public interest in the context of the objective of providing safe, reliable and affordable electricity service to the ratepayers of Nunavut by Qulliq Energy Corporation.

Communications	1,176	1,088	1,088	1,088
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As a centralized function, the Communications Division provides support to government departments and agencies in the development of communications products and services. By offering advice and assistance in planning and co-ordination, the Communications Division aids the departments in developing strategies for public relations, media relations, and internal

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

Total, Directorate	8,594	8,408	8,408	8,408
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Priorities (2016-17)

- As reviews of programs are completed, work with departments to implement enhancements to government programs.
Status: Phase one of the operational review has been completed. Recommendations were provided to all departments on areas where improvements can be made in short, medium, and long term. A comprehensive review is underway with regard to shared services, as well as policy structure within the Government of Nunavut.
- Provide support to the municipalities of Nunavut in implementing access and privacy principles based on the successful implementation within the City of Iqaluit.
Status: The department will work closely with municipalities as the Government of Nunavut amends legislation and regulations to bring them under the Act. The department will continue to consult with communities, the Nunavut Association of Municipalities, and establish partnerships with organizations that can assist in the successful implementation of access and privacy principals at all levels of government.
- Review the effectiveness of the GN branding initiative and the GN website; provide updates as necessary.
Status: Slight changes were made to the GN’s visual identity program, to bring building signage standards in line with other aspects of the GN-wide branding program. The GN website has been redesigned to be more responsive to mobile devices and up to date on current web design standards.
- The Utility Rates Review Council (URRC) will participate in the CAMPUT Annual General Meeting expected to be held in Manitoba in August or September 2016.
Status: The URRC attended the CAMPUT Annual General Meeting held in Manitoba in September 2016.
- The URRC will attend CAMPUT’s Annual Conference expected to be held in British Columbia in May 2017.
Status: The URRC plans to attend the next CAMPUT Annual Conference to be held in May 2017.

Priorities (2017-18)

- Compile an accomplishments document to highlight government-wide initiatives that have been implemented from the Sivumut Abluqta action plan.
- Undertake a major GN employee satisfaction review to determine the effectiveness of an employee engagement campaign and make adjustments where necessary.

- 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.
- The URRC will plan and organise for the CAMPUT Annual General Meeting held in Iqaluit in August 2018.

Priorities (2018-19)

- Provide government wide coordination to assist in the renewal of a government mandate.
- The URRC expects to review Qulliq Energy Corporation's next General Rate Application.
- The URRC will host the CAMPUT Annual General Meeting in August 2018.
- Review GN integrated communications strategy and re-align with new governmental mandate and priority areas.

Priorities (2019-20)

- Create a comprehensive communications plan to implement the goals of the 5th legislative assembly's government mandate, 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 URRC will provide recommendations on the Qulliq Energy Corporation's General Rate Application.

Strategic Planning

The Strategic Planning branch provides broad advice on government business planning, strategies, policies, and legislation, 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)	2016-17	2017-18	2018-19	2019-20
Policy and Planning		2,263	2,121	2,121	2,121
This division provides policy support and advice to Cabinet and government departments, as well as liaises with other organizations at the policy level.					
Statistics		857	838	838	838
<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		485	344	344	344
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		3,605	3,303	3,303	3,303

Priorities (2016-17)

- Continue to provide assistance for the 2016 Census of Canada operations – work with Statistics Canada as needed, to ensure that Nunavut residents are enumerated during census and post-census operations.
Status: The Statistics Bureau provided ad hoc assistance to Statistics Canada during census operations. The Bureau is also providing assistance during post-censal operations (i.e., coverage studies) to ensure that adjustments are accurate in preparation for revisions to the territorial population estimates.
- Expand on Occupational Demand model to incorporate private sector occupations and more detailed level of supply and demand outlooks at the regional and community level in certain cases.
Status: The Occupational Demand Model is currently being expanded to accommodate private sector at a more detailed level of geography. Details on private sector job postings are now up-to-date and have been included in the job vacancy database. Labour supply projections are forthcoming and will be released with updated population projections.
- Participate in internal evaluations/reviews and operational audit of GN programs to help achieve the objectives of Sivumut Abluqta.
Status: The Evaluation office collaborated with an external consulting firm to facilitate the survey of senior personnel in the GN as part of the operational audit. The Evaluation office also assisted in reviews of reports for certain departments including Health, Family Services, and Culture and Heritage.

- Validate major evaluation components, approaches and processes identified in the draft GN Evaluation Framework and finalize the document.
Status: Key components of the draft evaluation framework have been compared with standard evaluation processes. Formulae for calculating some indices on poverty and other measures have been incorporated in the draft, and the report is being finalized.
- Establish links with other evaluation personnel in GN departments and agencies and develop modalities for collaboration in order to synchronize program evaluation activities in GN.
Status: A GN Evaluation Working Group comprising of evaluation specialists from GN departments has been established and meetings were held to discuss how to harmonize program evaluation approaches in Nunavut.
- Recruit Manager Intern/Trainee for the Evaluation Unit and conduct training needs assessment in preparation for various capacity building activities in program evaluation capacity development.
Status: The department's application for the Sivuliqtiksatsat Internship program was approved. Efforts are being made to resolve housing allocation issues which have delayed the recruitment process. The training plan for the Manager Intern has been completed.
- Disseminate and analyze data files from the Nunavut Government Employment Survey (NGES) and other survey data related to Article 23 of the Nunavut Lands Claim Agreement on an ad hoc basis. Continue to provide assistance in the design and development of survey work related to Article 23, as needed.
Status: NGES operations were completed in June 2016. The bureau continues to sit on the working group to discuss strategies for analysis and logistical issues for the 2017 Aboriginal Peoples Survey. Statistics Canada is currently processing the NGES data and will release a copy of the share data file to the bureau in 2017.

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.
- 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.
- 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.
- 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.

- Revise the annual Nunavut Food Price Survey and examine the possibility of conducting a reduced version of the survey on a quarterly basis.
- 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.
- Provide support to the operational audit of Government of Nunavut programs and identify additional areas for further assessment.
- Organize training programs and other capacity building activities in evaluation methodology and approaches for the Evaluation Manager Intern.

Priorities (2018-19)

- Disseminate and analyze data from the 2017 Aboriginal Peoples Survey (APS) Inuit Employment Supplement and other survey data related to Article 23 of the Nunavut Lands Claim Agreement. The Statistics Bureau will present general findings on their website.
- The Statistics Bureau will explore the feasibility of obtaining and disseminating various sources of administrative data from GN departments to fill in data gaps.
- Design strategies for implementing recommendations from the Operational Audit of Government of Nunavut programs.
- Improve and develop Nunavut social and economic indicators and models by utilizing Statistics Canada data and other sources.
- 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.

Priorities (2019-20)

- 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 Manager, Evaluation Intern during the training period.
- 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.
- Develop modalities for conducting in-house evaluation of specific GN programs, projects, and services without any external assistance.

- 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.

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)	2016-17	2017-18	2018-19	2019-20
Inuit Employment Initiatives		1,046	825	825	825
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		1,965	1,898	1,898	1,898
This internship program is designed to increase Inuit employment in management and specialized positions.					
Total, Sivumuaqatigiit		3,011	2,723	2,723	2,723

Priorities (2016-17)

- Realign the Inuit Employment Initiatives unit to incorporate activities identified in the Nunavut Implementation Panel committee MOU.

***Status:** The department reorganized Sivumuaqatigiit to focus purely on Inuit employment initiatives, and to provide support and guidance to departments and corporations on implementing their Inuit Employment Plans.*

The GN has been actively participating in the quarterly Nunavut Implementation Panel meetings and reinstated bilateral partnerships with Nunavut Tunngavik Incorporated and the Government of Canada. The trilateral working group (GN, NTI and Government of Canada) has been working collaboratively in providing information on pre-employment initiatives.

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.
- Develop a comprehensive strategy for enhancing Inuit employment in collaboration with client departments and corporations to support and work towards achieving a representative workforce.
- Deliver new career development programs for Inuit employees aimed at providing opportunities to gain skills and experience in the field of occupational interest.

Priorities (2018-19)

- 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.

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 planning and development activities at the regional and community level.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Public Service Training		4,382	4,452	4,452	4,452
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		649	660	660	660
Regional Training & Development delivers Public Service Training programs and services at the regional level.					
Total, Public Service Training		5,031	5,112	5,112	5,112

Priorities (2016-17)

- Deliver the Senior Managers and Emerging Leader Series of the Hivuliqtikhanut Leadership Program.
Status: The Senior Manager Series program began in April 2016, with 15 participants from various departments - 33% (5) were Inuit and 67% (10) were women. The Emerging Leader Series program is scheduled for delivery in Rankin Inlet on November 15, 2016. The call out for the second cohort of the Supervisors Series program was sent out on October 13, 2016, set to begin in February 2017.

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.
- 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.
- Transfer responsibility to Nunavut Arctic College to deliver the Hivuliqtikhanut Emerging Leaders Series program beginning in September 2019.

Priorities (2018-19)

- Establish updated objectives for the GN Human Resource Strategy.

Priorities (2019-20)

- Implement updated objectives set out in GN Human Resource Strategy.

Intergovernmental Affairs

Intergovernmental Affairs provides leadership and coordination for the management and development of strategies, policies and initiatives relevant to international, federal, provincial and territorial government relations. It manages relationships with aboriginal, circumpolar, and international organizations. It coordinates matters related to programs and services for seniors. It is also responsible for the establishment of and support for the 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 Aboriginal Affairs and Northern Development Canada and other federal departments and agencies.
- Participate in and coordinate the GN's roles in Arctic institutions including the Inuit Circumpolar Council (Canada) and the Arctic Council.
- Coordinate GN positions and participate in federal and provincial negotiations on overlapping land claims.
- Coordinate GN positions and participation in federal, provincial, territorial, and National Aboriginal 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)	2016-17	2017-18	2018-19	2019-20
Intergovernmental Relations		746	1052	1052	1052

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 914 **703** 703 703

Aboriginal Affairs manages and advises on government policies and positions relating to the implementation of the *Nunavut Land Claims 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 3,378 **3,927** 3,927 3,927

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 **5,338** **5,982** **5,982** **5,982**

Priorities (2016-17)

- Continue to work closely with NTI to ensure that government obligations under the NLCA are implemented. In particular, ensure that the settlement agreement is effectively implemented including working with the Nunavut Training Corporation to establish Inuit training priorities.
Status: The Nunavut Implementation Panel has resumed quarterly meetings since the renewal of the implementation contract. The GN has appointed two members to the Makigiaqta Inuit Training Corporation.
- Continue to implement provisions in the *Nunavik Inuit Land Claim Agreement* and *Eeyou Marine Region Land Claim Agreement* relevant to the Government of Nunavut.
Status: The Nunavik Inuit Land Claim Agreement (NILCA) implementation plan will be renewed by the parties. The department is part of the working group. The Eeyou Marine Region Land Claim Agreement (EMRLCA) boards are developing their mandates and implementation plans.

- Conclude an updated land claims implementation policy.
Status: The department is working with the Department of Justice to update provisions of the implementation policy pertaining to the Nunavut Land Claim Agreement (NLCA).
- Establish processes and procedures to improve the tracking systems for coordinating implementation funding under the Nunavut Land Claims Agreement.
Status: The department has requested quarterly reports from departments on expenditures related to NLCA implementation to ensure improved tracking.
- Explore options to enhance financial support to non-profit organizations dedicated to raising awareness of aboriginal and circumpolar issues.
Status: The department increased the annual contributions to Inuit Circumpolar Conference Canada from 2015 to 2018 in recognition of Canada's new hosting responsibilities as the international chair for the term.
- In support of the Minister Responsible for Seniors, enhance the department's central coordinating role to ensure effective delivery of programs and services available to seniors.
Status: A Senior's Handbook has been developed, with plans for distribution to Nunavut communities. The department monitored the assessment of current and future long-term care needs in Nunavut and provided support to the Minister in attendance at the FPT Ministers meeting in Vancouver in September 2016. The department has participated in meetings with representatives from the Nunavut Seniors Society to discuss areas of joint interest pertaining to Seniors in Nunavut.
- Coordinate Premier's attendance at the 2016 Council of the Federation meeting, 2016 Western Premiers meeting, and the 2016 Northern Premiers Forum.
Status: The department coordinated Premier's participation at the March 2016 Council of the Federation meeting in Vancouver, British Columbia. The Premier also participated in the Northern Premiers Forum in Old Crow, Yukon, and the Western Premiers Conference in Vancouver, British Columbia. The Premier also met with his fellow Premiers at the July 2016 Council of the Federation meeting held in Whitehorse, Yukon.
- Complete an options paper on the long-term role of immigration in Nunavut including its place within government policy-making.
Status: An options paper has been completed. Interdepartmental discussions have begun with respect to immigration's place within government policy-making.
- Participate in the Immigration Federal Provincial and Territorial Secretariat to inform Nunavut's immigration policy.
Status: The department continues to participate in the FPT working groups for immigration, including the FPT ADM group, with attendance at and participation in the FPT Ministers of Immigration meeting in Winnipeg in October 2016.
- Continue to hold annual Government Liaison Officer workshops with a goal of improving service level expectations of Nunavummiut.

***Status:** Continuous training is provided to Government Liaison Officers, GN departmental staff, and external partners including the Government of Canada. The training session offered in July 2016 was the 11th offered to the Government Liaison Officers since the establishment of the program.*

- Conduct a 360° evaluation of the Government Liaison Officer program with the intent of improving service level expectations.

***Status:** The 360° evaluation has been completed. The department will establish priority areas for implementation in 2017-2018.*

- Continue the coordination and preparation of work for the Aboriginal Affairs Working Group and other Aboriginal affairs forums including the National Roundtable on Murdered and Missing Indigenous Women.

***Status:** Coordination and preparation continues for the new iteration of the Aboriginal Affairs Working Group (now called the Federal, Provincial, Territorial, Indigenous Forum), National Inquiry on Murdered and Missing Indigenous Women, and other related indigenous-focused forums.*

- Participate in the semi-annual Hudson Bay Regional Roundtable forums.

***Status:** The GN lead for this forum is the Department of Community and Government Services. The department maintains an interest as a way to advance objectives contained in the comprehensive MOU with Manitoba.*

- Continue to coordinate the work under the Manitoba-Nunavut Memorandum of Understanding.

***Status:** The department continues to work with the Government of Manitoba on a variety of issues of mutual interest, including health, energy, economic development, transportation, culture, trade, wildlife, Inuit art, and violence against indigenous women and girls.*

- Conclusion of guidelines for the use of the EIA gift bank.

***Status:** Guidelines for the EIA gift bank have been established and will be included in the Nunavut Protocol Manual. The department maintains an up-to-date inventory of the EIA gift bank.*

- Enhance coordination of various meetings and events for visiting national and international dignitaries.

***Status:** The department continues to enhance the coordination of visits and events, showcasing Nunavut to visiting national and international dignitaries.*

- Continue to actively participate in intergovernmental fora at the executive level and enhance official level participation in the areas of trade, immigration, circumpolar, and aboriginal 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.*

- Continue to participate in the FPT negotiations for a renewed Internal Trade Agreement, scheduled for conclusion in 2016.

Status: The department continues to participate in the internal trade renewal negotiations and coordinates the Premier's participation as Minister of Trade.

Priorities (2017-18)

- Assist with Nunavut's participation in celebrations marking the 150th Anniversary of Confederation.
- Continue working relationship with the Nunavut Seniors Society on areas of joint interest pertaining to Seniors in Nunavut.
- Enhance services to all Nunavummiut based on the results of the 360° evaluation of the Government Liaison Officer Program.
- 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 actively participate in intergovernmental fora at the executive level and enhance official level participation in the areas of trade, immigration, circumpolar, and indigenous affairs.
- 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.

Priorities (2018-19)

- Continue to enhance and provide one-stop government services to all Nunavummiut in a timely and effective manner through the Government Liaison Officer Program.
- Coordinate Premier's attendance 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 enhance official level participation in the areas of trade, immigration, circumpolar, and indigenous affairs.

Priorities (2019-20)

- 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, immigration, circumpolar, and indigenous affairs.

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)	2016-17	2017-18	2018-19	2019-20
Devolution Secretariat		2,307	2,358	2,358	2,358
Total, Devolution Secretariat		2,307	2,358	2,358	2,358

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 (2016-17)

- Pending successful agreement-in-principle negotiations, continue efforts on the Devolution Agreement negotiations with the Government of Canada and Nunavut Tunngavik Incorporated and initiate devolution implementation.

Status: The Government of Canada appointed a new Chief Federal Negotiator in July 2016 and a new federal negotiating mandate was approved in October 2016. Tri-partite negotiations of an agreement-in-principle have resumed.

Priorities (2017-18)

- Continue and conclude agreement-in-principle negotiations as required with GC and NTI.

Priorities (2018-19)

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

Priorities (2019-20)

- Continue efforts on the negotiations with the GC and NTI. Pending advancement of negotiations, direct and coordinate devolution implementation for the GN.

Financial Summary

Branch	2016 - 2017 Main Estimates		2017 - 2018 Main Estimates		2018 - 2019 Planned		2019 - 2020 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	2,662	19.0	2,763	19.0	2,763	19.0	2,763	19.0
Grants & Contributions	-		-		-		-	
Other O&M	992		943		943		943	
Subtotal	3,654		3,706		3,706		3,706	
Strategic Planning								
Compensation & Benefits	2,924	20.0	2,680	20.0	2,680	20.0	2,680	20.0
Grants & Contributions	-		-		-		-	
Other O&M	681		623		623		623	
Subtotal	3,605		3,303		3,303		3,303	
Nunavut Cabinet								
Compensation & Benefits	3,079	20.0	2,928	20.0	2,928	20.0	2,928	20.0
Grants & Contributions	-		-		-		-	
Other O&M	1,564		1,475		1,475		1,475	
Subtotal	4,643		4,403		4,403		4,403	
Commissioner of Nunavut								
Compensation & Benefits	158	1.0	166	1.0	166	1.0	166	1.0
Grants & Contributions	10		10		10		10	
Other O&M	129		123		123		123	
Subtotal	297		299		299		299	
Sivumuaqatigiit								
Compensation & Benefits	2,524	22.0	2,296	22.0	2,296	22.0	2,296	22.0
Grants & Contributions	-		-		-		-	
Other O&M	487		427		427		427	
Subtotal	3,011		2,723		2,723		2,723	
Public Service Training								
Compensation & Benefits	1,455	11.0	1,477	11.0	1,477	11.0	1,477	11.0
Grants & Contributions	-		-		-		-	
Other O&M	3,576		3,635		3,635		3,635	
Subtotal	5,031		5,112		5,112		5,112	
Intergovernmental Affairs								
Compensation & Benefits	3,469	36.0	4,126	36.0	4,126	36.0	4,126	36.0
Grants & Contributions	180		330		330		330	
Other O&M	1,689		1,526		1,526		1,526	
Subtotal	5,338		5,982		5,982		5,982	
Devolution Secretariat								
Compensation & Benefits	1,253	10.0	1,304	10.0	1,304	10.0	1,304	10.0
Grants & Contributions	-		-		-		-	
Other O&M	1,054		1,054		1,054		1,054	
Subtotal	2,307		2,358		2,358		2,358	
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 Sept. 30, 2016		As of March 31, 2018	
	Capacity %		Capacity %	
Total Department Positions	102		102	
Total Filled Positions	83	81%	97	95%
Total Vacancies	19	19%	5	5%
Total Inuit	60	72%	69	71%
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	2	67%	2	50%
Total Senior-Management Positions	11		11	
Total Filled Senior-Management Positions	10	91%	11	100%
Total Vacant Senior-Management Positions	1	9%	0	0%
Total Inuit in Senior-Management Positions	4	40%	5	45%
Total Middle-Management Positions	12		12	
Total Filled Middle-Management Positions	9	75%	10	83%
Total Vacant Middle-Management Positions	3	25%	2	17%
Total Inuit in Middle-Management Positions	6	67%	6	60%
Total Professional Positions	34		34	
Total Filled Professional Positions	26	76%	32	94%
Total Vacant Professional Positions	8	24%	2	6%
Total Inuit in Professional Positions	15	58%	19	59%
Total Paraprofessional Positions	8		8	
Total Filled Paraprofessional Positions	6	75%	8	100%
Total Vacant Paraprofessional Positions	2	25%	0	0%
Total Inuit in Paraprofessional Positions	4	67%	5	63%
Total Administrative Positions	33		33	
Total Filled Administrative Positions	29	88%	32	97%
Total Vacant Administrative Positions	4	12%	1	3%
Total Inuit in Administrative Positions	29	100%	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 Sivuliqtiksatsat intern positions.

Capacity

As of September 30, 2016, the departmental IEP reflects a capacity level of 81% with an Inuit capacity level at 72%. The department has 19 vacancies. The department is committed to filling 14 of the present 19 vacancies this present fiscal year.

Inuit Employment Plans

Within our Intergovernmental Relations Branch, the Government Liaison Office was successful this past year in filling all 25 positions within the division, with bilingual Inuit. The division has a capacity level of 100% Inuit. A Government Liaison Officer is the public's central point-of-contact with government. These individuals will ensure that government services can be accessed more easily in every community.

Priorities (2016-17)

- In 2016-17, the Department of Executive & Intergovernmental Affairs will continue to retain our Inuit representation in the mid 70 percentile range by offering professional development and support to our Inuit employees through performance management.
Status: As of September 2016, the department has 72% Inuit representation. The department continues to offer professional development and mentorship. In 2016-2017, three Inuit employees have graduated from the Supervisor Series through the Hivuliqtikhanut Leadership Program and three more Inuit employees have been accepted for this upcoming fiscal year. The department has one Inuk enrolled in the Senior Manager's Series of the Hivuliqtikhanut Leadership Development Program.
- Going forward, the department will identify vacant positions for possible internships through the Sivuliqtiksat program. In addition to participating in government wide initiatives, the department will continue its own efforts to increase Inuit employment, especially for management categories.
Status: The department has one position identified for an internship through the Sivuliqtiksat Program. The department will continue to work with the Senior Manager's team to identify any vacant positions for intern positions
- The department, with the involvement of the entire Senior Management Committee, will continue to closely reexamine all of its job descriptions before staffing positions. The job descriptions will be reviewed to ensure that they do not contain inflated educational or experience requirements and to ensure that services can be delivered in the appropriate languages at all levels.
Status: Within the past year the department has continued to review job descriptions for content to adequately reflect experience and education required for the position. We continue to review positions and job descriptions at the branch level before moving forward with evaluation and staffing.
- Corporate Services provides financial and administrative support to the Department of Executive and Intergovernmental Affairs and has two vacancies. These positions are presently in the competition stage and are expected to attract two Inuit.
Status: Both vacancies were filled by Inuit.

March 31, 2017 Inuit Employment Target Positions – 7

- The Department of Executive and Intergovernmental Affairs has filled 86% of their target positions (six out of seven).
- In 2016-17, the Department of Executive and Intergovernmental Affairs has reorganized its *Sivumuaqatigiit* division to focus purely on Inuit employment initiatives, and to provide support and guidance to departments and corporations to implement their Inuit Employment Plans.
- The streamlined *Sivumuaqatigiit* Division is responsible for providing human resources planning and direction on initiatives aimed at increasing and maintaining Inuit employment in the GN, and oversees development and delivery of new training programs specifically designed for Inuit employees.
- The newly formed Public Service Training Division designs, develops and delivers training and development programs for all public servants at headquarters and decentralized communities. The division also oversees the decentralization action plan and coordinates initiatives to support the decentralized model.
- This reorganization positions the GN to dedicate appropriate resources to oversee our obligations to implement Article 23 and enable us to ensure there is proper oversight with the expected expenditures of the settlement agreement for the duration of the contract period up to 2023.

Priorities (2017-18)

- The department will continue to evaluate vacancies within the department and determine whether or not it is feasible to re-profile a position to create an intern position for an Inuk.
- 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.
- 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.

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**Department of
Finance**

**Business
Plan**

2017-2020

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CORE BUSINESS

The Department of Finance operates across five branches:

	Budget (\$000)			
	2016-17	2017-18	2018-19	2019-20
Corporate Management	4,186	4,475	4,475	4,471
Fiscal Management	7,149	7,292	7,236	7,257
Comptrollership	9,581	9,654	9,680	9,686
Human Resources	19,084	20,700	21,912	21,852
Centrally Administered Funds	54,294	52,710	52,976	53,013
TOTAL	94,294	94,831	96,279	96,279

Corporate Management

The Corporate Management branch oversees, guides and supports the department's activities, and acts as the direct link to the Minister of Finance. The branch also supports and coordinates activities across the GN. The Branch consists of two sections: 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.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Directorate		2,279	2,357	2,357	2,357

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		1,907	2,118	2,118	2,114
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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 advice to other departments 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	4,186	4,475	4,475	4,471
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Priorities (2016-17)

- Evaluate the effectiveness of regulations and policies created to support the 2013 *Liquor Act* amendments.
Status: Improvements were made to our liquor regime that include a campaign to encourage healthy and informed choices related to the Responsible Use of Alcohol, regulation changes to allow for the opening of Beer and Wine Stores, quantities for personal importation of alcohol were increased, and fines were increased for contravening the Liquor Act.
- Develop and Implement an Inuit Qaujimajatuqangit framework for the department.
Status: A departmental framework is being developed as part of the broader Inuit Societal Values project being led by the Department of Culture and Heritage. It is anticipated that the framework will be finalized by March 2017.

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.
- In collaboration with EIA, evaluate the implementation of the 2014-18 HR Strategy and begin development of the next Human Resources Strategy.
- In collaboration with NHC, review and revise the GN Staff Housing Policy.
- Assist the Nunavut Liquor Licensing Board in creating a more user-friendly application process for their clients.

Priorities (2018-19)

- Enhance the Department of Finance's website to better and more effectively communicate with Nunavummiut and other interested parties.
- Complete development of an updated Human Resources Strategy and begin implementation.

Priorities (2019-20)

- Working with Recruitment and Staffing, develop and launch a Government of Nunavut Recruitment Campaign.

Fiscal Management

The Fiscal Management branch is made up of four divisions: Expenditure Management, Fiscal Policy, Corporate Services, and Liquor Management.

Expenditure Management and Fiscal Policy support and coordinate the Government's fiscal and financial planning and decisions, as well as the implementation of these plans and decisions. Corporate Services supports the day-to-day operations of the rest of the department. Liquor Management supports the Government's control of alcohol through inspections and enforcement, and operation oversight of the Nunavut Liquor Commission.

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.
- 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, while working with licensees, GN departments and other organizations to encourage healthy and informed choices related to the responsible use of alcohol.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Fiscal Policy		2,258	2,094	2,074	2,059
Expenditure Management		1,818	1,907	1,907	1,907

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 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	2,335	2,479	2,479	2,479
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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 Enforcement and Inspections	738	812	776	812
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Part of the Liquor Management Division, the Liquor Enforcement and Inspections section enforces the *Liquor Act* and its regulations through inspections of licensed liquor establishments and special occasions involving alcohol. The section is responsible for the implementation of the Nunavut Liquor Licensing Board's decisions and directives.

Nunavut Liquor Commission

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. 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	7,149	7,292	7,236	7,257
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Priorities (2016-17)

- Implementation of the comprehensive tax review.
Status: The Government has identified and implemented a number of improvements to its tax system as a result of this comprehensive review. The department will build on its work as it continues its efforts to deliver an effective and efficient tax system.
- Initiate a review of the *Insurance Act* to identify opportunities to modernize the territory’s regulation of the insurance industry.
Status: The Government has internally identified core areas for review, focused largely on improving the licensing system set out in the Insurance Act, and has invited industry stakeholders to make specific suggestions for the review.
- Utilize an internally funded internship program that provides on the job training to beneficiary employees.
Status: As of October 2016 the department has three beneficiary interns. A fourth Inuk recently completed his internship and moved into an indeterminate position with the department. Interns receive on the job training as well as completing accredited HR or Financial coursework.

Priorities (2017-18)

- Draft any needed amendments to the *Insurance Act* or Regulations.

- Undertake discussions with Finance Canada regarding the renewal of Territorial Formula Financing.
- Coordinate a government-wide review of the GN capital planning process.
- Implement a Nunavut-wide campaign to encourage healthy and informed choices related to the responsible use of alcohol.
- Manage and monitor the opening of a pilot beer and wine store in Iqaluit.
- Evaluate the current Budget Planning process and explore options to streamline and standardize the process.

Priorities (2018-19)

- Explore options for customized budgeting software to manage GN budgeting system more effectively.
- Review the methods used to set tax rates and review the appropriateness of current tax rates for all tax types.
- Renew Territorial Formula Financing. The current arrangement expires on March 31, 2019.
- Continue creating and distributing Nunavut-specific material for the Responsible Use of Alcohol campaign to provide Nunavummiut with the knowledge and tools to make informed decisions regarding alcohol use.

Priorities (2019-20)

- Modernize Nunavut's tax database and related technology.

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.

Department of Finance

- 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)	2016-17	2017-18	2018-19	2019-20
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Financial Operations		3,101	3,114	3,133	3,134
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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		1,785	1,880	1,880	1,882
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Financial Reporting and Controls has the responsibility for government-wide maintenance of internal accounting controls and ensuring the accuracy, compliance and completeness of accounting records. This program is accountable for the preparation and publication of the annual Public Accounts, as required in the *Financial Administration Act*, and it provides accurate and timely financial reports and information on the government's financial position and operational results. It serves as the principal liaison between the government and the Office of the Auditor General for the annual financial audit of the Public Accounts.

Financial Systems Management		3,091	2,998	2,991	2,991
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Financial Systems Management develops and maintains central accounting, financial and human resource systems. It is responsible for the development, implementation and management of the government's principal accounting systems and financial applications used in the processing and recording of revenues and expenditures as well as financial reporting. These systems include FreeBalance, e-Personality, Access Online, Purchasing Card System, Crystal Reporting, User Defined Report systems and other financial software as required.

Internal Audit Services		1,604	1,662	1,676	1,679
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Internal Audit Services (IAS) supports the departments and public agencies of the GN by providing independent assurance and consulting activities in a manner designed to add value and improve controls over operations. IAS activity helps the GN accomplish its goals and objectives by carrying out a systematic review of operations and advising as to the effectiveness, efficiency and economy of GN policies, practices, procedures, and controls and makes recommendations

for improvements.

Total, Comptrollership	9,581	9,654	9,680	9,686
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Priorities (2016-17)

- Develop any necessary amendments to the *Financial Administration Act* and regulations.
Status: An internal review is underway to identify areas that may need to be updated and clarified. An internal review is also being undertaken to develop updates and new directives for the Financial Administration Manual.
- Complete Phase 2 of the audit of departmental grants and contributions.
Status: Underway; IAS is conducting the Phase 2 audit of grants and contributions of GN departments.
- Evaluate Internal Audit Services' effectiveness in carrying out its mission and identify opportunities to enhance its management and work processes, as well as its value to the GN.
Status: This evaluation is anticipated to be completed prior to fiscal year end.
- Explore options for leave and attendance software.
Status: Research and a needs assessment is underway. It is anticipated that new software will be selected by April 2017.

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.
- 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.
- Consider any recommended changes to Internal Audit Services that result from the evaluation, and implement as necessary.
- Implement a comprehensive system for tracking Leave & Attendance for the GN.
- 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.

Priorities (2018-19)

- Complete internal consultation and development of new Financial Administration Manual directives. Begin consultations with Public Agencies and Territorial Corporations about specific Financial Administration Manual issues.

Priorities (2019-20)

- Complete consultations with Public Agencies and Territorial Corporations to develop additional Financial Administration Manual directives as required.

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)	2016-17	2017-18	2018-19	2019-20
Employee Relations and Job Evaluation		3,589	4,384	4,393	4,389

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.

Recruiting and Staffing	2,852	3,328	3,328	3,328
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This program works in collaboration with GN departments to develop and implement recruitment initiatives to address workforce needs, in particular the achievement of the GN's Inuit employment priorities. The division develops policies and procedures to support the staffing function and manages centralized staffing services for the GN, including the Summer Student Employment Equity Program.

Compensation and Benefits	3,271	3,314	3,557	3,529
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Compensation and Benefits provides comprehensive payroll and benefit plan services to government employees, including the administration of the Public Service Pension Plan. It also provides guidance and functional support for operations carried out by the three regional financial services offices. It has the responsibility for managing the payroll and benefits module of the government's Human Resources Information System in conjunction with Financial Systems Management.

Regional Operations	9,372	9,674	10,634	10,606
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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	19,084	20,700	21,912	21,852
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Priorities (2016-17)

- Ensure an applicant and competition database is accessible and operational by all staffing divisions and departments with delegated staffing authority.
Status: The Staffing Competition Database is now operational and is currently utilized by the Department of Finance's Recruitment & Staffing Division in both Headquarters and the Regional Operations. It is anticipated that the Staffing Competition Database will be shared with departments with delegated staffing authority by March 31, 2017.
- Develop an online database for behavioural descriptive interview questions that will be accessible from all staffing divisions.
Status: Underway. Options are being considered for developing a behavioral descriptive interview questions database. It is anticipated that the review of options will be completed prior to March 31, 2017.
- Provide training to panel members on the use of behavioral descriptive interviews and direction on Recruitment & Staffing related policies and procedures.
Status: A Panel Member Training guidebook was created and rolled out to all staffing divisions across the territory. Staffing offices are delivering Panel Member Training Workshops on an on-going basis.
- Review and revise the Staffing Procedures Manual to reflect changes in directives and ensure it is made accessible to all departments.
Status: The Staffing Procedures Manual was completed and is posted to the Government of Nunavut intranet as a guide for all client departments.
- Expand the profile and branding of the Government of Nunavut as an Employer of Choice through social media tools.

***Status:** A Government of Nunavut LinkedIn account is being created; this will promote awareness of the Nunavut Public Service opportunities. Recruitment and Staffing is continuing to work in collaboration with the Communications section to consider how best to use social media as a platform for information sharing and recruitment.*

- Undertake a formal review of workplace health and safety including WSCC compliance.
***Status:** Finance has conducted an internal structural review to better align occupational health and safety requirements of WSCC. New policies and procedures will be implemented in 2017/18.*
- Conduct a GN-wide employee survey to provide data for the updated Human Resources Strategy and contribute to the development of an Employee Wellness Program.
***Status:** The GN Employee Engagement Survey will be available April 2017 and the results will help develop action items for the updated Human Resources Strategy.*
- Complete a review of the WSCC lost time claims and identify areas for improvement in case management to focus on assisting employees in returning to the workplace.
***Status:** Return to Work (RTW) Policy and Guidelines were developed. A RTW Consultant is in place to assist employees returning to the workplace sooner with appropriate supports and accommodations. Significant improvements were made in complying with the WSCC Safe Advantage: Return to Work program.*
- Negotiate the Nunavut Teachers Association collective agreement.
***Status:** A collective agreement with the Nunavut Teachers Association will be negotiated over 2016/17 and 2017/18.*
- Develop options to expand the GN employee awards program.
***Status:** The related Human Resource Manual directive was updated, awards ceremonies are now held annually and regional awards celebrations have been held in several decentralized communities.*

Priorities (2017-18)

- Complete Employee Survey and develop an Employee Wellness Program using the results to determine appropriate mechanisms to achieve positive results.
- Implement a pilot program delegating responsibility for staffing to select departments.
- Develop and release a “Managing in a Unionized Workplace” training program.
- Establish a proactive Recruitment & Staffing Plan to focus on vacancy management, hard-to-fill positions, and targeted recruitment.
- Expand the profile of the GN as an Employer of Choice through larger social media tools.

Priorities (2018-19)

- Negotiate the Nunavut Employees Union collective agreement.
- Work with other GN departments and agencies to create a one-window approach for GN employees for all career planning, development and employment opportunities.
- Review and improve the method of advertising GN vacancies.
- Implement a Recruitment Strategy, including policy development for mass hiring and an onboarding program.

Priorities (2019-2020)

- Launch a Government of Nunavut Recruitment Campaign.
- Develop procedures for pre-qualified candidate pools that allow for quicker fills of vacant positions.

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)	2016-17	2017-18	2018-19	2019-20
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Employee Benefits		25,362	23,543	23,809	23,846
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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		10,298	10,317	10,317	10,317
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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	5,857	5,857	5,857
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GN Insurance, which provides liability insurance coverage for GN activities and assets, is a component of the GN's risk management function.

Department of Finance

Energy Subsidies	10,722	10,938	10,938	10,938
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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
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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	54,294	52,710	52,976	53,013
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Financial Summary

Branch	2016 - 2017		2017 - 2018		2018 - 2019		2019 - 2020	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Salary	3,406	21.0	3,670	21.0	3,670	21.0	3,670	21.0
Grants & Contributions	-		-		-		-	
Other O&M	780		805		805		801	
Subtotal	4,186		4,475		4,475		4,471	
Fiscal Management								
Salary	5,735	55.0	6,047	55.0	6,047	55.0	6,047.0	55.0
Grants & Contributions	-		-		-		-	
Other O&M	1,414		1,245		1,189		1,210.0	
Subtotal	7,149		7,292		7,236		7,257.0	
Comptrollership								
Salary	8,230	63.0	8,556	63.0	8,556	63.0	8,556	63.0
Grants & Contributions	-		-		-		-	
Other O&M	1,351		1,098		1,124		1,130	
Subtotal	9,581		9,654		9,680		9,686	
Human Resources								
Salary	16,140	132.0	17,746	142.0	18,811	151.0	18,811	151.0
Grants & Contributions	-		-		-		-	
Other O&M	2,944		2,954		3,101		3,041	
Subtotal	19,084		20,700		21,912		21,852	
Centrally Administered Funds								
Salary	9,274	-	6,953	-	7,212	-	7,241	-
Grants & Contributions	12,777		12,993		12,993		12,993	
Other O&M	32,243		32,764		32,771		32,779	
Subtotal	54,294		52,710		52,976		53,013	
TOTAL	94,294	271.0	94,831	281.0	96,279	290.0	96,279	290.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Department of Finance	As of Sept. 30, 2016		As of March 31, 2018	
	Capacity %		Capacity %	
Total Department Positions	275		281	
Total Filled Positions	192	70%	219	78%
Total Vacancies	83	30%	62	22%
Total Inuit	87	45%	104	47%
Total Executive Positions	4		4	
Total Filled Executive Positions	4	100%	4	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	0	0%	0	0%
Total Senior-Management Positions	15		15	
Total Filled Senior-Management Positions	14	93%	15	100%
Total Vacant Senior-Management Positions	1	7%	0	0%
Total Inuit in Senior-Management Positions	2	14%	2	13%
Total Middle-Management Positions	39		39	
Total Filled Middle-Management Positions	28	72%	30	77%
Total Vacant Middle-Management Positions	11	28%	9	23%
Total Inuit in Middle-Management Positions	8	29%	8	27%
Total Professional Positions	78		82	
Total Filled Professional Positions	49	63%	60	73%
Total Vacant Professional Positions	29	37%	22	27%
Total Inuit in Professional Positions	12	24%	17	28%
Total Paraprofessional Positions	98		100	
Total Filled Paraprofessional Positions	70	71%	80	80%
Total Vacant Paraprofessional Positions	28	29%	20	20%
Total Inuit in Paraprofessional Positions	39	56%	50	63%
Total Administrative Positions	41		41	
Total Filled Administrative Positions	27	66%	30	73%
Total Vacant Administrative Positions	14	34%	11	27%
Total Inuit in Administrative Positions	26	96%	27	90%

Capacity

As of September 2016, the department is at 45% Inuit representation. Of 275 positions, 87 are filled by Inuit and 79 positions are vacant. Inuit employment in the department is highest in the Igloolik office at 71% and lowest in Iqaluit at 34%. Inuit representation is highest in administrative support and para-professional positions at 96% and 56% respectively.

Inuit Employment Initiatives:

Priorities (2017-20)

In 2016-17, the Department of Finance undertook the following initiatives aimed at increasing Inuit employment:

- Hire a minimum of 15 Inuit through the Summer Student Employment Equity Program. This helps students determine whether a career in the public service with an emphasis on finance or human resources fits their professional ambitions, and helps them develop transferable work skills.
Status: In 2016, the Department of Finance hired 20 summer students, 15 of whom were Inuit. Students were hired in all three of our regional offices as well as in Iqaluit.
- Participate in high school and other institutional career fairs throughout the territory to raise awareness and visibility of careers in government as finance and human resources management professionals.
Status: In 2016-2017, the Department of Finance recruiting team actively worked toward attracting and hiring Inuit from within and outside the territory. This work included presentations at Nunavut Arctic College, Nunavut Sivuniksavut, Financial Management Institute Professional Development Week and Algonquin College Career Fair.
- Work to improve the internal Financial Internship Program (FIP) in order to provide promising Inuit with training, development and tools to target them into departmental positions.
Status: Draft guidelines are completed, with finalization expected in early 2017.
- Ensure all employees, particularly Inuit participating in the SSEEP and FIP complete an exit survey at the end of their engagement with Finance and analyse the results for enhancements to these programs, as well as including relevant feedback into our overall Inuit Employment Plan.
Status: SSEEP and FIP participants have provided feedback to the department and their recommendations are being considered and assist in further improving these programs.
- Hire Inuit as casual employees to provide them with an opportunity to experience first-hand what a career in finance and human resources is about, and if they would like to pursue a career path in this area.
Status: As of September 30, the Department of Finance had hired 57 casual employees, 37 of whom are Inuit.
- Identify mentors within the department and provide enhanced support mechanisms for new beneficiary employees.
Status: An “on boarding” process is in development to provide new beneficiary employees with access to department-specific tools and support.

March 31, 2017 Inuit Employment Target Positions – 28

- As of September 30, 2016 the Department of Finance has filled 43% of the target positions (12 out of 28) with Inuit. This includes 3 middle management positions filled in Iqaluit and two regional offices.

Priorities (2017-18)

In 2017-18, the Department of Finance will undertake 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.
- Identify and post as many positions as possible as competitions restricted to Inuit.
- Finalize guidelines for the internal Financial Internship Program (FIP) and post to the departmental website.
- Identify high potential Inuit candidates and support them to participate in the Hivuliqtikhanut leadership development program.
- Develop a financial training program to help Inuit acquire technical expertise that will give them access to higher level positions within the department.
- 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.

Department of Justice

Business Plan

2017-2020

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CORE BUSINESS

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

	Budget (\$000)			
	2016-17	2017-18	2018-19	2019-20
Advisory and Administrative Services	17,378	17,433	17,433	17,433
Law Enforcement	40,297	40,071	39,983	39,983
Legal Support Services	3,460	3,401	3,401	3,401
Court Services	11,276	11,870	11,870	11,870
Legal Registries	1,238	1,246	1,246	1,246
Corrections	35,449	35,401	35,401	35,401
Community Justice	4,757	4,852	4,852	4,852
TOTAL	113,855	114,274	114,186	114,186

Advisory and Administrative Services

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

Objectives

- To provide leadership for the department in order to ensure that its goals, objectives and priorities are met.
- To advise Cabinet on legal matters affecting the Government of Nunavut.
- To work with other departments, communities and governments to continuously improve the administration of justice in Nunavut.
- To support the development of Inuit legal professionals who can provide services in Inuktitut and bring an understanding of Inuit culture and values to their work.
- To provide policy direction and act as 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)	2016-17	2017-18	2018-19	2019-20
Deputy Minister/ Assistant Deputy Minister's Office					
Assistant Deputy Attorney General		1,740	1,759	1,759	1,759
<p>The Deputy Minister (DM)/ Deputy Attorney General (DAG), the Assistant Deputy Ministers of Justice (ADM), and the Assistant Deputy Attorney General (ADAG) are responsible for the overall management of the department, including providing leadership and setting program direction, monitoring goals, objectives, policies and budgets and ensuring that priorities and directives are followed. The Deputy Minister of Justice/Deputy Attorney General is the official legal advisor to the Executive Council and the Government of Nunavut. An ADM oversees the Community Justice Division and the RCMP policing file as well as the Office of the Public Trustee program. The Public Trustee program administers trusts on behalf of minors and administers estates and trusts of Nunavummiut who die without a will or are in need of protection because of disability. The Assistant Deputy Attorney General oversees Legal Registries, Legislation Division, and the Legal and Constitutional Law divisions.</p>					
Corporate Services		14,740	14,784	14,784	14,784
<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		898	890	890	890
<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		17,378	17,433	17,433	17,433

Priorities (2016-17)

- Introduce Civil Forfeiture legislation and begin implementation.
Status: The Unlawful Property Forfeiture Act was introduced in the Legislative Assembly in the Spring of 2016. The Bill has received first and second reading. Upon passage of the Bill, the Department of Justice will commence implementation.
- Implement new alternatives to court and community based measures outside the court process.
Status: Nunavut Community Justice Committees have been provided with more training and support in order to facilitate more restorative justice and diversion from the Court process.
- Increase Inuit employment within the Department of Justice.
Status: The department continues recruitment efforts to attract Inuit to join the corrections division through public engagement. The department has implemented an internship in the

Rental Officer position in order to train a beneficiary for this important position. The department has seen some success in Inuit recruitment within the Nunavut Sheriff's office and the Rankin Inlet Healing Facility. The department has provided supports to the proposed Nunavut Law School in an effort to foster the training and recruitment of Inuit lawyers. Inuit employment will remain a key priority going forward.

Priorities (2017-18)

- Increase Inuit employment within the Department of Justice.
- Continue implementation of the Unlawful Property Forfeiture Legislation.

Priorities (2018-19)

- Work with the Federal Government to identify funds for diversions and treatments for accused 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.

Priorities (2019-20)

- Review the operations of the Unlawful Property Forfeiture Office.
- Increase Inuit employment within the Department of Justice.
- Work with Law Enforcement to implement community-based policing solutions.
- Review the *Human Rights Act* and the *Labour Standards Act* for necessary updates.

Law Enforcement

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

Objectives

- Ensure a high quality of policing services in Nunavut.

- Manage the resources and services provided via the Territorial Policing Services Agreement.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Law Enforcement		40,297	40,071	39,983	39,983
Policing services are provided by the RCMP under contract with the Government of Nunavut. The Nunavut Division – “V” Division – has personnel posted throughout the Territory with detachments in 25 communities. There are 142 RCMP positions in Nunavut including regular RCMP officers, civilian and public servants.					
Total, Law Enforcement		40,297	40,071	39,983	39,983

Priorities (2016-17)

- Continue efforts to increase capacity to communicate in the Inuit language.
Status: “V” Division has recently promoted an Inuktitut speaking Inuit regular member to the rank of Cpl. into a Detachment Watch Commander position at Iqaluit Detachment. To help facilitate future leaders, the “V” Division Senior Management Team is committed to mentor those who want to broaden their skill sets and /or progress through the ranks.
“V” Division has recently promoted an Inuktitut speaking Inuit regular member to the rank of Sgt. into the Community Policing and Media Relations position in Division Headquarters.
“V” Division has hired a full-time, Inuit Public Service Employee (PSE) employed to provide assistance to our V Division Relief Unit with clerical and cultural/language support.
“V” Division is an active participant in the Inuit Learning Development Project (ILDLP) whereby two candidates are to perform a four month secondment with Iqaluit Detachment. These candidates are of Inuit descent and speak Inuktitut.
“V” Division Recruiting has been and will continue to actively recruit Nunavummiut from the territory. In the last 4 months V Division Recruiting has attended 7 communities and spoken at the respective high school in hopes of encouraging local people to apply to the RCMP. Going forward “V” Division Recruiting plans to travel to various communities and continue to encourage Inuit people to apply to become members of the RCMP.
“V” Division has designated three (3) Detachments in Nunavut as Special measures positions Detachment Commander Positions in Taloyoak, Arviat and Pangnirtung, will seek to provide a career path for Inuit members to seek development and/or promotion, be representative of our communities in Nunavut and encourage residents to work toward becoming members of the RCMP. Thus contributing to our sustained efforts in this priority over time.
“V” Division has sponsored six Inuit youth to attend Encounters Canada – First Responder Program. The students were selected based on their community involvement, leadership skills and commitment to pursuing a career in emergency services.
“V” Division sent four Inuit youth from the communities of Rankin Inlet, Arctic Bay, Arviat and Clyde River to Regina, Saskatchewan, where they participated in a Depot Youth Camp. These youth joined twenty-eight others to participate in RCMP training. The one-week curriculum included fitness, drill, police defensive tactics, driving and firearms.

“V” Division sent an Inuit summer student for three weeks of training at Depot Division on the Aboriginal Pre-Cadet Training Program. The Inuit summer student then returned to Iqaluit and was employed for a period of five additional weeks. During this time, the candidate completed a safety project specific to the City of Iqaluit and assisted the RCMP during many public functions and community events.

“V” Division organized cultural awareness training for 25-Detachment Commanders in the Division. Training participants were privileged in learning about pre- contact and post-contact Inuit history, inter-generational trauma affecting Inuit and modern Inuit customs and values.

“V” Division organized and held a Cultural Diversity Week which included Regular members, Public Service Employees, Civilian Employees and candidates from various stakeholders in the City of Iqaluit.

- Support police efforts to continue suicide prevention training and education.
Status: *“V” Division RCMP sit on the Embrace Life Council and the Nunavut Suicide Prevention Implementation Committee. Each of our “V” Division detachments is involved in Territorial inter-agency sharing protocols. Committees using the protocols, do so, in hope of better collaboration with our partners and stakeholders in prevention and of suicides. Members are proactively engaged in providing assistance to those identified at risk of suicide, most successfully when engaged in intervention strategies with community health. Since February, 2016, “V” Division and the Department of Health work together to ensure that formalized processes are in place between partnering agencies to ensure necessary care and treatment of mental health patients while in professional care. “V” Division continues to execute a Firearms Safety Campaign. Through support of the GN Department of Health, trigger locks for firearms are available to the public. Members in communities deliver trigger locks and firearms safety information to residents. “V” Division participated in the development of the Inuit Mental Health First Aid Canada Course. RCMP course participants were asked to complete and provide feedback to help shape this program which is in its final phase of curriculum development. This Mental Health Program for Inuit is the only program to focus on the needs of modern Inuit, using Inuit history and Inuit culture as the path to understanding and healing.*
- Crime reduction through intelligence led by policing and crime prevention strategies.
Status: *Targeted enforcement, based on intelligence gathering continues to be effective in interdicting the flow of illegal drugs and alcohol within Nunavut. Total seizures by our RCMP Federal Enforcement Units for 2016 represent 50.06 kgs of marihuana and marihuana products. 239.9 L of illegal alcohol. 444 g of cocaine. Total estimated street value of seizures so far in 2016 equal \$1.614M.*
“V” Division RCMP has completed Drug Awareness and Resistance Education (DARE) in five (5) communities in Nunavut. Success has been represented in 110 middle school graduates and over 600 elementary school graduates in DARE.
Aboriginal Shield Program (ASP) is a youth-driven program which delivers substance abuse prevention and healthy lifestyle coaching. ASP is community- led, police-assisted, to ensure sustainability and consistency in the communities in which they are implemented. The program is geared toward students from grades 5/6 and grades 7/8. The Department of

Education has recently taken over this initiative from Health and is partnering with the RCMP to re-design the imagery and symbolism to better reflect Inuit and arctic themes.

"V" Division Community Policing and Drug Awareness Sections provide materials and programming on bullying, informal talks, firearms safety, and boating and land safety in Nunavut communities.

"V" Division currently hosts monthly Radio shows in each of the Communities in Nunavut, as education pieces to their program delivery. Members prepare to speak on specific topics of interest to their communities and foster a dialogue with community by entertaining questions by telephone.

Every detachment in Nunavut participates in a wide range of community policing initiatives. These vary by community and can be influenced by community needs and member interests, but in all cases it involves members giving back to their community, routinely on their own time. A small sample includes: having elders for coffee at the detachment, participating in or coordinating community feasts/events, Aboriginal and Nunavut Day, activities, sports programs, reading programs and on the land activities.

"V" Division currently employs a SAFE Schools Initiative. This is a program delivered in conjunction with the Department of Education to coordinate emergency response in Nunavut schools. The program involves preparing for emergency lockdowns and evacuations while incorporating strategies to address violence, bullying and other related issues.

"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. The training focuses on ensuring agencies work collaboratively in these investigations, protocols for the actual interview of the child/youth; and understanding offender motivation and typology.

Priorities (2017-18)

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

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.
- 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.
- Support and endorse restorative justice initiatives throughout Nunavut.

Legal Support Services

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

Objectives

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

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Legal and Constitutional Law		2,159	2,119	2,119	2,119

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 1,301 **1,282** 1,282 1,282

The Legislation Division has five main responsibilities which are: 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 3,460 **3,401** **3,401** **3,401**

Priorities (2016-17)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
Status: Staffing actions are underway in the Legal & Constitutional Law Division to fill vacant legal counsel positions. Both divisions support counsel participation in the Canadian Bar Association. Legal and legislative counsels have the opportunity to attend professional development events, both locally and nationally, throughout the year. As part of the MOU with the Ontario Ministry of the Attorney General, Legal Counsel are invited to attend the annual Ontario Civil Crown School in June on a cost-recovery basis.
- Increase internal capacity and reduce the dependence on external contractors for routine legislative drafting, translation and legal services.
Status: Requests for external legal counsel have decreased, thanks in part to improved retention and training for internal legal counsel. Client departments frequently request the services of internal legal counsel.
- Continue efforts to recruit and train Nunavut Land Claims Agreement beneficiaries as legal and legislative counsel.
Status: The Legal & Constitutional Law Division continues to support community outreach events, such as the annual Canadian Bar Association Mock Trial, and pro bono events organized by the Law Society of Nunavut. The division will support the development and delivery of the new law degree program at Nunavut Arctic College.
- Support the expansion of Inuit language capacity and activities within the Legal and Legislation Divisions.
Status: Both the Legal Division and Legislative Divisions have Inuktitut speaking staff who can provide front-line service in Inuktitut. A number of Legislative staff and Legal Counsel have completed the introductory level Inuktitut training, with four of these staff completing

levels 2 and 3 training. Newly hired Legal Counsel and the new Legislative Counsel will also take Inuktitut language training.

Priorities (2017-18)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Increase staff complement to sufficient levels to take on additional work as required.
- Increase internal capacity and reduce the dependence on external contractors for routine legislative drafting, translation and legal services.
- Develop capacity of counsel in specialized areas of particular interest to the GN, such as environmental assessment, procurement, and litigation.
- Support the expansion of Inuit language capacity and activities within the Legal and Legislation Divisions.

Priorities (2018-19)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Increase the number of lawyers within the Legal and Constitutional Law Division to allow of specialization in areas such as: litigation, environmental assessment, and procurement law.
- Add office space to allow the Legal and Constitutional Law Division to increase capacity.
- Update and improve the information management and database software used by the Legal and Constitutional Law Division.

Priorities (2019-20)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Update and improve the information management and database software used by the Legal and Constitutional Law Division.
- Add office space to allow the Legal and Constitutional Law Division to increase capacity.
- 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.
- Coordinate with the Nunavut Law School program to provide articling opportunities to program graduates.

Court Services

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

Additional responsibilities include: administration of the Sheriff's Office, the Justices of the Peace Program, Coroner's Office, Maintenance Enforcement Program, the Commissioners of Oaths, Notaries Public, Labour Standards Administration and the *Residential Tenancies Act*. The division also supports the Labour Standards Board, the Nunavut Criminal Code Review Board, 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)	2016-17	2017-18	2018-19	2019-20
Court Administration		9,021	9,401	9,401	9,401
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)		872	846	846	846
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 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	659	899	899	899
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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	162	162	162
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The Rental Officer receives, investigates, mediates and adjudicates complaints under the *Residential Tenancies Act*. A finding of non-compliance can result in a Notice or Order that can be filed in Court and enforced as an Order of the Court.

Labour Standards Board/Labour Services Administration	183	183	183	183
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Labour Standards administers the *Labour Standards Act* and its regulations, the *Wage Recovery Act*, and the *Employment Agency Act*. The Labour Standards Board functions independently to hear appeals under the *Labour Standards Act*.

Total, Court Services	11,276	11,870	11,870	11,870
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Priorities (2016-17)

- Explore options to expand the Nunavut Justice Centre facility, to add more courtroom and office space.
Status: Renovations to the Nunavut Justice Centre commenced in spring of 2016 with completion in the fall 2016. This project resulted in the addition of 14 workstations/offices and provided enhanced security measures for staff, judiciary and prisoners with a functional expansion to the current secure prisoner entrance and sally port. No additional courtroom space was created.
- Implement a Court Records Management system that will include a financial payment and tracking component for registry filing fees and fine payments.
Status: The Department of Justice recruited a professional IT Business Planner to prepare a joint funding request for Court Services and Corrections to secure GN funding to procure a Vendor to replace outdated information and record systems for both divisions with technology that will integrate information from Justice Stakeholders.
- Continue to provide ongoing staff training and professional development opportunities.
Status: Currently Courts have expanded their Sheriff training program and have planned clerk training using existing budgets and allocated EIA training funds. The Courts have completed an organizational restructure which added a position that will include the responsibility for creating and implementing training programs for Court staff.

Priorities (2017-18)

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

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.

Priorities (2019-20)

- Explore options for a joint Department of Justice / Department of Health program to provide health, mental health and Justice related services to Nunavummiut which may include shared facilities to accommodate these services.
- 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.

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)	2016-17	2017-18	2018-19	2019-20
Land Titles Office		791	791	791	791
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	455	455	455
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	1,246	1,246	1,246

Priorities (2016-17)

- Prepare to amend the *Business Corporations Act* to recognize new entities.

Status: Background policy work has been done on this initiative, which remains a priority. However, anticipated legislative changes will have to wait until the next mandate.

- Harmonize the software systems POLAR and BEAR.
Status: BEAR is still under development. Legal Registries has undertaken a beta launch and preliminary client testing.

Priorities (2017-18)

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

Priorities (2018-19)

- 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 NLCA.

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.
- Review and assess the completed implementation and development of Legal Registries' electronic registration systems.

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)	2016-17	2017-18	2018-19	2019-20
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Corrections Directorate		6,497	6,432	6,432	6,432
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The Directorate oversees the operation of Corrections throughout Nunavut, providing direction and support to institutions and community programs as well as developing and initiating new programs and assisting in program development. The Directorate is also the liaison with other jurisdictions across Canada.

Community Corrections		3,415	3,380	3,380	3,380
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Community Corrections is a stand alone probation service for Nunavut. Probation services that were formerly handled by Family Services are now 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
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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 which enables offenders to heal in an environment that is supported by their families and home communities.

Adult Institutions and Correctional Camps		10,216	10,168	10,168	10,168
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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	2,311	2,311	2,311
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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	1,708	1,708	1,708
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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	6,138	6,138	6,138
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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	3,397	3,397	3,397
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Carrying out the direction of the Court, this adult institution in Iqaluit houses low risk inmates and provides programs and counseling to offenders to meet the Corrections’ mission statement.

Total, Corrections	35,449	35,401	35,401	35,401
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Priorities (2016-17)

- Continue developing medium to long-term solution to increase capacity for inmates in Nunavut, including planning to repatriate all Nunavut inmates housed outside of Nunavut.
Status: Corrections worked with the Department of Community and Government Services to prepare a comprehensive design plan which is intended to lead to an RFP that will secure a design contractor for the proposed Qikiqtani Correctional Healing Centre.
- Implement staff training for all correctional staff across Nunavut in areas such as counseling techniques, healing programs, and suicide intervention.
Status: Corrections is continuing to develop its comprehensive training strategy to support the hiring of beneficiaries and enhance staff retention.

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.
- Review and further develop transitional, rehabilitative programming offered by Corrections Nunavut for community and facility based sentences.
- Continue to evaluate current practices and continue to update Corrections’ policies and legislation to reflect modern best practices and Inuit Qaujimajatuqangit.
- 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.

- Implement staff training for all correctional staff across Nunavut in areas such as counseling techniques, healing programs, and suicide prevention.

Priorities (2018-19)

- Ensure Corrections is providing effective rehabilitation programming through assessments.
- 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 policy updates and organizational review on the establishment of medium and maximum security correctional space.
- Develop and submit a business case based to secure funding for the phased opening of the proposed Qikiqtani Correctional Healing Centre.

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 alternatives 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)	2016-17	2017-18	2018-19	2019-20
Community Justice Directorate		1,519	1,519	1,519	1,519
The Directorate oversees the operation of Community Justice throughout Nunavut. It develops, initiates and provides direction and support to community programs. The Directorate also acts as a liaison with other jurisdictions across Canada.					
Community Justice Program		3,238	3,333	3,333	3,333
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. Community Justice Committees 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 the Court process.					
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		4,757	4,852	4,852	4,852

Priorities (2016-17)

- Continue to assist Justice Committees to increase their ability to receive more cases diverted from the formal criminal justice system, and participation in community-based crime prevention initiatives.
Status: Regional Community Justice Specialists have provided training to Community Justice Outreach Workers (CJOWs) and Justice Committee Members in Family Group Conferencing. Fully trained committees are now effectively handling diverted cases. Community Justice Staff support Justice Committee members in proactively contributing to crime prevention at the community level through restorative justice and participation in community justice initiatives such as the Ikajuqtigiinniq project, which supports communities in developing community specific crime prevention action plans.
- 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 continues to advance services to victims of crime in Nunavut by providing functional support to the newly rejuvenated Victims Assistance Committee in administering the victims' assistance fund (VAF). Three Committee members have now been appointed by the Minister of Justice.
- Establish more programs and support systems for victims of crime.

Status: In August 2016, the Community Justice Division received additional funds for the continued coordination of Victim Services in Nunavut. Five year funding in the amount of \$2,500,000 will be used for the continuation of services offered to victims of crime through Victims Travel Support and Victim Care.

- Deliver more crime prevention programs in all regions of Nunavut.
Status: Community Justice and the Department of Health (Mental Health) are partnering on a project called Ikajuqtigiinniq; which consists of a collaborative planning process to identify crime prevention and wellness issues at the community level. This pilot project consists of 10 identified communities being supported in establishing community specific crime prevention activities and interventions.
- Advance the delivery of an effective family mediation program for the people of Nunavut.
Status: The Family Mediation Coordinator position has been filled. Family Mediation workshops for potential partners and stakeholders to share knowledge, experience and ideas in order to envision a made in Nunavut Family Mediation Program are ongoing.

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.
- Continue to support victims of crime through the Victims Assistance Fund which is used to fund community based projects and activities that support victims of crime.
- Deliver more programs and ensure support systems are in place for victims of crime.
- Deliver more crime prevention programs in all regions of Nunavut.
- Advance the delivery of an effective family mediation program for the people of Nunavut.
- Community Justice will work collaboratively with the Corrections Division to support offenders as they reintegrate into their communities at the completion of their sentence.

Priorities (2018-19)

- Continue to assist Justice Committees to divert cases from the formal criminal justice system, and to participate in community-based crime prevention initiatives.
- Continue to support victims of crime through the Victims Assistance Fund which is used to fund community based projects and activities that support victims of crime.
- Deliver more programs for victims of crime.
- Deliver more 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.

Priorities (2019-20)

- Continue to assist Justice Committees to divert cases from the formal criminal justice system, and to participate in community-based crime prevention initiatives.
- Continue to support victims of crime through the Victims Assistance Fund which is used to fund community based projects and activities that support victims of crime.
- Continue to deliver programs for victims of crime.
- Continue to 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.

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)	2016-17	2017-18	2018-19	2019-20
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 (2016-17)

- Maintain the membership of the Tribunal to ensure a 5-member adjudicative body.
Status: The Tribunal currently has full membership.

- Continue to decrease decision turn-around times.
Status: The Tribunal is making efforts to reduce wait times by coordinating decision writing during legal counsel and Tribunal member's face to face meetings.
- Continue to increase public awareness and public education about the Tribunal and its role.
Status: The Tribunal has increased public awareness by holding a public engagement session in Iqaluit and improving the tribunal website.

Priorities (2017-18)

- Complete one community visit per region to promote 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 5-member adjudicative body.
- Identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut.

Priorities (2018-19)

- Complete one community visit per region to promote 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 5-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 5-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.

Legal Services Board (Contribution from Directorate Branch)

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

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

Objectives

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

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
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 (2016-17)

- Continue to review, evaluate and make necessary adjustments to improve organizational efficiencies and program delivery.
Status: A strategic planning event was held for the Board of Directors, Executive Management, and Regional Management in March 2016. This event yielded a 5 year plan that is currently being implemented, and prepared for sharing with our justice partners and key stakeholders. It also incorporated the principles of the Inuit Employment Plan and proposed Succession Plan.
- Develop a plan to implement any changes arising from the review of the Court Worker Program.
Status: The Court Worker assessment has been concluded, and the report accepted at the September 2016 territorial Board meeting. The report will now be shared with the LSB clinics and Court Workers for their initial feedback. Following that, it will be shared with

justice partners and other stakeholders. Recommendations from the report will be prioritized from this consultation and added to our on-going work plan.

- Continue to assess Legal Services Board policies for needed amendments and/or new areas requiring policy development.
Status: This is on-going; a thorough review of existing policies was undertaken, suggested edits and updates are being prepared for final review. In addition, some new policy topics were identified and are in development.
- Evaluate and make any necessary adjustments to Legal Services Board's Information Technology system.
Status: The GN IT department has provided the Board of Directors with their proposed recommendations on how to adjust the current GN platform to address concerns about solicitor-client confidentiality and support. An independent legal and technical analysis has been proposed to provide an opinion as to whether the recommendations can meet the threshold required by the Law Societies and the Courts.

Priorities (2017-18)

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

Priorities (2018-19)

- Continue to review, evaluate and make necessary adjustments to improve organizational efficiencies and program delivery.
- Continue to assess Legal Services Board policies for needed amendments and/or new areas requiring policy development.
- Continue to develop and implement Inuit Employment Plan strategies and succession planning.

Department of Justice

- Continue to develop work opportunities for Nunavut law students and graduates.

Priorities (2019-20)

- Continue to review, evaluate, and make necessary adjustments to improve organizational efficiencies and program delivery.
- 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.
- Continue to develop work opportunities for graduates of the Nunavut Law School program.

Financial Summary

Branch	2016 - 2017		2017 - 2018		2018 - 2019		2019 - 2020	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Advisory and Administrative Services								
Compensation & Benefits	4,267	45.0	4,438	45.0	4,438	45.0	4,438	45.0
Grants & Contributions	12,630		12,630		12,630		12,630	
Other O&M	481		365		365		365	
Subtotal	17,378		17,433		17,433		17,433	
Law Enforcement								
Compensation & Benefits	-	0.0	-	0.0	-	0.0	-	0.0
Grants & Contributions	-		-		-		-	
Other O&M	40,297		40,071		39,983		39,983	
Subtotal	40,297		40,071		39,983		39,983	
Lawyer Support Services								
Compensation & Benefits	3,050	26.0	3,050	26.0	3,050	26.0	3,050	26.0
Grants & Contributions	-		-		-		-	
Other O&M	410		351		351		351	
Subtotal	3,460		3,401		3,401		3,401	
Registries and Court Services								
Compensation & Benefits	7,255	68.0	7,786	71.0	7,786	71.0	7,786	71.0
Grants & Contributions	-		-		-		-	
Other O&M	5,259		5,330		5,330		5,330	
Subtotal	12,514		13,116		13,116		13,116	
Corrections								
Compensation & Benefits	25,051	216.0	25,153	216.0	25,153	216.0	25,153	216.0
Grants & Contributions	-		-		-		-	
Other O&M	10,398		10,248		10,248		10,248	
Subtotal	35,449		35,401		35,401		35,401	
Community Justice								
Compensation & Benefits	1,869	15.0	2,537	20.0	2,537	20.0	2,537	20.0
Grants & Contributions	2,303		1,827		1,827		1,827	
Other O&M	585		488		488		488	
Subtotal	4,757		4,852		4,852		4,852	
Total	113,855	370.0	114,274	378.0	114,186	378.0	114,186	378.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Justice	As of Sept. 30, 2016		As of March 31, 2018	
	Capacity %		Capacity %	
Total Department Positions	370		378	
Total Filled Positions	278	75%	303	80%
Total Vacancies	92	25%	75	20%
Total Inuit	126	45%	140	46%
Total Executive Positions	3		3	
Total Filled Executive Positions	2	67%	2	67%
Total Vacant Executive Positions	1	33%	1	33%
Total Inuit in Executive Positions	1	50%	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	24		24	
Total Filled Middle-Management Positions	19	79%	18	75%
Total Vacant Middle-Management Positions	5	21%	6	25%
Total Inuit in Middle-Management Positions	6	32%	6	33%
Total Professional Positions	67		67	
Total Filled Professional Positions	46	69%	50	75%
Total Vacant Professional Positions	21	31%	17	25%
Total Inuit in Professional Positions	13	28%	12	24%
Total Paraprofessional Positions	68		68	
Total Filled Paraprofessional Positions	42	62%	54	79%
Total Vacant Paraprofessional Positions	26	38%	14	21%
Total Inuit in Paraprofessional Positions	21	50%	29	54%
Total Administrative Positions	200		208	
Total Filled Administrative Positions	161	81%	171	82%
Total Vacant Administrative Positions	39	20%	37	18%
Total Inuit in Administrative Positions	85	53%	92	54%

Capacity

As of September 30, 2016, the Department of Justice is operating at 75% capacity with 92 vacancies. 45% of filled positions are held by Inuit employees. The department is actively seeking ways to fill positions and to increase Inuit employment within the department. In the 2017-20 fiscal years, the Department of Justice will be participating in government-wide and

department-specific initiatives to work towards achieving an average of 53% Inuit representation by 2020.

Working with the Department of Executive and Intergovernmental Affairs, the Department of Justice currently supports the *Sivuliqtiksat* Program. The department had one intern in a Senior Management position graduate her internship program in June 2013 and successfully assumed her targeted Senior Management duties and responsibilities. That employee has since gone on to assume a Senior Management position in another department. Another employee successfully completed the program in October of 2015 and has assumed the role of Manager, Inuktitut Translation Services for the Legislation Division.

The department will continue to apply for *Sivuliqtiksat* positions as they become available. We have just hired an intern for the Rental Officer within Court Services and upon successful completion she will be placed into the position as an indeterminate employee.

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 (2016-17)

- Inuit employment initiatives/actions the Department of Justice is committed to include:
 - continuing to update job descriptions and ensuring no artificial barriers exist to beneficiaries
Status: The department is continuing with the drive for all divisions and work sites to recruit and hire more Inuit through restricted competitions and potential direct appointments. All job descriptions are reviewed when processed in order to address unnecessary / artificial, educational barriers and experience requirements.
 - direct appointing whenever possible for beneficiaries that show aptitude and capacity for positions
Status: The Department of Justice will continue to seek direct appointments for Inuit who have participated in an internship or have other specific training for a position. However, in order to ensure access to competitions by interested Inuit, 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 training and encouraging 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.

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 had one intern in a Management position graduate her internship program in June 2015 and she has now successfully assumed her targeted Management duties and responsibilities. As well, the department recently had another internship position approved under this program.
- launching recruitment videos (available in both English and Inuktitut) designed to showcase various programs and positions/careers within Corrections.
Status: The department continues to use a variety of programs promoting recruitment at Corrections. Recently Corrections completed filming of the CBC series “Keeping Canada Safe” which highlighted the importance of the Inuit Cultural Skills Program.
- continue to encourage the use of all official languages in the workplace and provide staff training in the Inuit languages.
Status: The department encourages all staff to take advantage of the cultural orientation training and the Inuktitut in the Workplace language training offered by the Department of Finance. This promotes understanding of the Inuit culture, which facilitates the use of Inuit Qaujimajatuqangit principles in the workplace. 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.
- 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 Emersion days in the past year. A committee made up of staff from across the department works on the Cultural Emersion 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.

Priorities (2017-18)

- Continue to update job descriptions and ensuring no artificial barriers exist to Inuit.
- 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 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.
- 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.
- The Corrections Division will continue advertise and engage with the public to promote a career in corrections to beneficiaries.
- Foster initiatives that improve the quality of work life by improving employee perception and encourage quality of work initiatives and flexibilities.
- Work with Arctic College and other programming providers to deliver justice careers training for beneficiaries.

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**Department of
Culture and Heritage**

**Business
Plan**

2017-2020

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CORE BUSINESS

	Budget (\$000)			
	2016-17	2017-18	2018-19	2019-20
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)	2016-17	2017-18	2018-19	2019-20
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Deputy Minister's Office		632	632	632	632
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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
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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
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Priorities (2016-17)

- Increase Culture and Heritage staffing presence in the Kivalliq region.
Status: The department has visited communities in Kivalliq to share information of its various grants and contribution programs, as well attended a workshop as part of KIA's Language Revitalization Strategic Workshop.
- Collaborate with the Inuit Uqausinginnik Taiguusiliuqtiit and others to create an Inuktit synthetic voice based on the Greenlandic Martha synthesizer training program.
Status: Work initiated and will be completed next fiscal year.
- Identify partnerships with the Government of Greenland and the Greenland National Theater School in the development and delivery of an exchange program with Nunavut Inuit students.
Status: Discussions have taken place with Nunavut Arctic College for the development and delivery of a Fine Arts exchange program with Greenland.

Priorities (2017-18)

- Establish a Nunavut Arts Council.
- Engage Nunavut Housing Corporation to develop a method for incorporating Inuit Qaujimagatuqangit (IQ) principles into housing design, particularly in regard to purpose built housing for vulnerable groups, including Elders.

- Prepare for a warehouse facility for our art and artwork transferring in from different jurisdictions.
- In conjunction with other partners, prepare to transfer art and artifacts from various Canadian jurisdictions to Nunavut.

Priorities (2018-19)

- Finalize travelling exhibits of our artwork and artifacts in partnership with the Winnipeg Art Gallery.

Priorities (2019-20)

- Strengthen cultural ties between Manitoba and Nunavut through the MAN/NU MOU for Inuit Art. Explore programming opportunities for exchanges and joint opportunities for artists, elders and youth.

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 Inuktut, French and English to departments and public agencies. As a result of the new language legislation, the Branch has further enhanced responsibilities to promote the vitality of the Inuit and French language communities in Nunavut, while developing and coordinating policies and programs supporting the revitalization of Inuktut 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 Inuktut among youth, communities, and across all sectors of Nunavut society.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Official Languages Administration		292	292	292	292
<i>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</i>					

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.

Inuktit Affairs 1,287 **1,287** 1,287 1,287

Inuktit Affairs supports the management, implementation and monitoring of Inuit language obligations, programs and services by departments and public agencies. It also coordinates policies and programs intended to promote the revitalization and vitality of Inuktit in Nunavut, in accordance with the *Inuit Language Protection Act* and the *Official Languages Act*. It administers the Inuktit component of the *Canada-Nunavut General Agreement on the Promotion of the Inuit and French Languages*, including funds under the Inuit Language Implementation Fund and Community Inuit Language Initiatives Programs. It creates public awareness and appreciation about the status, history and diversity of Inuktit, 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 Inuktit. 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 Inuktit.

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 the French language component of the *Canada-Nunavut General Agreement on the Promotion of the Inuit and French Languages* for that supports the delivery of government services in French and the promotion of the vitality of the French language community in Nunavut. Francophone Affairs also promotes public awareness about French language obligations and liaises with Francophones in accordance with the provisions of the *Official Languages Act*.

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

Priorities (2016-17)

- Update the *Uqausivut Plan* for 2016-17 to 2018-19, coordinate and monitor its implementation, including policies and programs to support the revitalization of Inuktit, and

report on results achieved by GN departments and public agencies in the delivery of programs and services in Inuktitut and French.

Status: The Minister of Languages' 2012-13 to 2015-16 annual reports were tabled in the Legislative Assembly; and evaluation was undertaken of the results achieved under the 2012-2016 Uqausivut Plan; and priorities updated for 2017 to 2020.

- Develop and implement an active offer program to assist government offices and staff in welcoming and serving Nunavummiut in their Official Language of choice.
Status: A draft policy and program has been developed, shared with departments and public agencies for their input, and will be deployed in the new fiscal year.
- Coordinate the planning of *Uqausirmut Quviasuutiqarniq*, Nunavut's celebration of Inuktitut, around the theme of "Unikkaat/Unipkaat" (Celebrating Our Stories).
Status: The Uqausirmut Quviasuutiqarniq was successfully held in February 2017. An activity book and poster promoting Unikkaaqtuat (Inuit legends) were published, and about 100 language resource units were distributed to the communities (schools, libraries, daycares, etc.). A Family Inuktitut Literacy Handbook was further published and distributed.
- Identify partnerships to expand the *Uqausittinnik Saqqitiriniq* Award and *Qilaut* Song Writing Contest programs to promote Inuktitut literature and music in Nunavut.
Status: The 2016 Qilaut song writing contest's theme was original children's songs. A CD was launched during Uqausirmut Quviasuutiqarniq 2017. Presentations were made to the All Arts Summit in Iqaluit and the Kivalliq Strategic Language Planning workshop in Rankin Inlet in October 2016. The Uqausittinnik Saqqitiriniq Award was launched during Uqausirmut Quviasuutiqarniq 2017.
- Support the provision of quality translation services in French and Inuktitut, through the development and establishment of an effective quality control process.
Status: A Business Plan Lexicon was developed in all languages to ensure consistency in government terminology. The Translation Bureau and the Inuit Uqausinginnik Taiguusiliuqtiit also met biweekly to share and work on common terminology. Training on translation asset management and quality control was also provided on an ongoing basis.

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.
- Coordinate the planning of *Uqausirmut Quviasuutiqarniq*, Nunavut's celebration of Inuktitut, around the theme of "Inuit Ukpirjaviniit" (Inuit beliefs and myths).
- Evaluate the *Uqausittinnik Saqqitiriniq* Award and *Qilaut* Song Writing Contest programs on how successful they were in increasing literature and music in Inuktitut.
- Implement the active offer program to assist government offices and staff in welcoming and serving Nunavummiut in their Official Language of choice.

- 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.

Priorities (2018-19)

- 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*, showcase Inuit language initiatives and cultural expressions, and review the vitality of Inuktitut today.
- Host for the first time in Nunavut the Ministerial Conference on the Canadian *Francophonie*, and showcase the vitality of the French language and cultural expressions in the Territory.
- Coordinate the planning of *Uqausirmut Quviasuutiqarniq*, Nunavut's celebration of Inuktitut, around the theme of "*Inngiusiit/innginguarusiit*" (Inuit songs / chants), as well as the *Uqausittinnik Saqqitiriniq* Award and *Qilaut* Song Writing Contest programs to promote literature and music in Inuktitut.
- Continue to centrally coordinate and monitor the implementation of the *2017-2020 Uqausivut Plan*, and report on results achieved and resources used by GN departments and public agencies in the delivery of programs and services in Inuktitut and French.

Priorities (2019-20)

- Report on results achieved and resources used by government departments and public agencies in the delivery of programs and services in Inuktitut and French, initiate the evaluation of the *2017-2020 Uqausivut Plan*, and update priorities for 2021-2024.
- Coordinate the planning of *Uqausirmut Quviasuutiqarniq*, Nunavut's celebration of Inuktitut, around the theme of "*Atirusiit*" (Inuit names), as well as the *Uqausittinnik Saqqitiriniq* Award and *Qilaut* Song Writing Contest programs to promote 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 <i>Archives Act</i> , 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
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Priorities (2016-17)

- Complete *Nunavut Genealogy Research Guide* in concert with Elders and Youth Division and for general distribution.
Status: A draft has been completed.
- Install searchable database capacities for all archival holdings, including Government files and donated records.
Status: The research portion has been completed.

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.
- Plan traveling exhibit program involving selected Archives, Museum Objects and Inuit Art to selected locations in Nunavut.

Priorities (2018-19)

- Produce a comprehensive structuring of the Archives Program in terms of Control of Holdings (producing finding aid catalogues) and Reference Services both onsite and interactive web-based records.
- Conduct an operational needs assessment for community library contribution funding.
- Conduct operational reviews of the Nunavut Toponymy Program, Nunavut Archaeology Program and Nunavut Archives Program.

Priorities (2019-20)

- Digitization of the Inuit Fine Art collection.
- Conduct operational reviews of the Nunavut Toponymy Program, Nunavut Archaeology Program and Nunavut Archives Program.

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)	2016-17	2017-18	2018-19	2019-20
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 (2016-17)

- Develop and deliver hunting and traditional tool making program workshop, including fish net making, aimed at Nunavut youth.
Status: Workshop held with participation of Elders and Youth from each Kitikmeot community.

- Implement the Lecture by Elders guideline document with training sessions provided to Elder committees.

Status: Document is completed and distributed to all Elder Committees in Nunavut.

- Collect oral traditions and definitions on hunting and hunting tools and the development of a booklet.

Status: Collection completed and the development of a booklet has begun.

Priorities (2017-18)

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

Priorities (2018-19)

- Collect and expand on genealogy information when visiting communities for a workshop.
- Develop and deliver a program to preserve traditional and modern way of hunting foxes and publish a booklet combining these methods.
- Documentation and publishing of traditional knowledge, customs and terminology about dog teams.

Priorities (2019-20)

- Survival on-land winter skills workshops – traditional gender specific roles and contemporary situations.
- Collect oral traditions and definitions on women working tools and the development of a booklet.
- Drum dancing, chanting, throat singing workshop for Baffin Region.

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)	2016-17	2017-18	2018-19	2019-20
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 (2016-17)

- Assist departments towards their implementation objectives outlined in the Inuit Qaujimajatuqangit Framework.
Status: Framework is completed and the department will start assisting other departments starting April.
- Translate Inuktut written material created by Culture and Heritage related to Inuit Qaujimajatuqangit to provide additional resources for the Government of Nunavut.
Status: initiated – ongoing – “Inuit Parenting” was translated and published in 2014. A book of Inuit Customary Laws is in the process of being compiled for translation.
- Arrange for an appointed IQ Katimajiit member to travel to communities to share *Inuusiliriniq*.
Status: Initiated, ongoing IQ Katimajiit member attended the Inuit Studies Conference in St. John’s, Newfoundland to present about culturally relevant health and wellness practices. IQ Katimajiit member travelled to Gjoa Haven to share knowledge of culturally relevant health and wellness practices.

Priorities (2017-18)

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

Priorities (2018-19)

- Continue to assist departments and report on implementation activities identified in the Inuit Qaujimajatuqangit Framework.
- Continue to identify and share resources and create new materials that support departments in the implementation of Inuit Qaujimajatuqangit in their programs, services and daily workplace.
- Create a book of Customary Laws collected by the Inuit Qaujimajatuqangit Katimajit.
- Organize a program where Inuit Qaujimajatuqangit Katimajit members can be available part-time in their communities as a resource of Inuit Qaujimajatuqangit.

Priorities (2019-20)

- Organize Inuit Qaujimajatuqangit workshops.
- Host the Inuit Qaujimajatuqangit summit.
- In-service how to use Inuit Qaujimajatuqangit Customary Laws.

Financial Summary

Branch	2016 - 2017		2017 - 2018		2018 - 2019		2019-2020	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	2,554	27.0	2,554	27.0	2,554	27.0	2,554	27.0
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	5,586	37.0	5,586	37.0	5,586	37.0
Grants & Contributions	1,578		1,593		1,593		1,593	
Other O&M	3,707		3,692		3,692		3,692	
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 Qaujimagatugangit								
Compensation & Benefits	613	4.0	613	4.0	613	4.0	613	4.0
Grants & Contributions	400		400		400		400	
Other O&M	322		322		322		322	
Subtotal	1,335		1,335		1,335		1,335	
Total	25,697	90.8	25,697	90.8	25,697	90.8	25,697	90.8

Inuit Employment Plan

Departmental Inuit Employment Targets				
Culture and Heritage	As of Sept. 30, 2016		As of March 31, 2018	
	Capacity %		Capacity %	
Total Department Positions	90.8		90.8	
Total Filled Positions	70.8	78%	82.8	91%
Total Vacancies	20	22%	8	9%
Total Inuit	57	81%	70	85%
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	2	100%	2	100%
Total Senior-Management Positions	7		7	
Total Filled Senior-Management Positions	7	100%	7	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Inuit in Senior-Management Positions	5	71%	5	71%
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	8	80%	11	100%
Total Professional Positions	44		44	
Total Filled Professional Positions	36	82%	40	91%
Total Vacant Professional Positions	8	18%	4	9%
Total Inuit in Professional Positions	28	78%	32	80%
Total Paraprofessional Positions	9		9	
Total Filled Paraprofessional Positions	3	33%	6	67%
Total Vacant Paraprofessional Positions	6	67%	3	33%
Total Inuit in Paraprofessional Positions	2	67%	4	67%
Total Administrative Positions	16.8		16.8	
Total Filled Administrative Positions	12.8	76%	16.8	100%
Total Vacant Administrative Positions	4	24%	0	0%
Total Inuit in Administrative Positions	12	94%	16	95%

Capacity

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

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

Inuit Employment Plans

Priorities 2016-17

In the 2016-17 fiscal year, CH intends on filling 12 positions with Inuit. This will be done through utilizing various programs available to all GN departments in the following areas:

- Advancing Inuit by providing on-the-job training through Internal Transfer Assignments up to a year.
Status: CH successfully utilized on-the-job training through an Internal Transfer Assignment (ITA) which led to the incumbent's direct appointment into the position indeterminately..
- Supporting Inuit by granting further education through an Education Leave.
Status: No employee applied for education leave.
- Reducing the length of time vacancies exist within the department in adhering to the hiring process.
Status: This continues to be a challenge because of factors outside of the departments control i.e. Office space.
- Drawing up learning plans for both indeterminate and casual employees for career planning and professional development within the GN.
Status: Employees have individual training plans and professional development plans. .
- Scheduling job shadowing and cross-training to widen beneficiary exposure to additional job functions, skills and possibilities.
Status: Culture and Heritage employees have been crossed trained in positions of higher classification than theirs and have acted in those positions at various occasions.

March 31, 2017 Inuit Employment Target Positions – 12

- The Department of Culture and Heritage has filled 75% of the target positions (9 out of 12) with Inuit. This includes 5 professional positions.

Priorities 2017-18

- Identify positions suitable for the Sivuliqtiksat internship program to continue increasing Inuit employment in Culture and Heritage in the medium term.
- Provide training and professional development to support Inuit interested in broadening their leadership skills.

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Department of Education

Business Plan

2017-2020

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INTRODUCTION

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

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

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

CORE BUSINESS

The following descriptions are overviews of departmental activity which includes nine lines of business:

	Budget (\$000)			
	2016-17	2017-18	2018-19	2019-20
Directorate	4,152	3,900	3,900	3,900
Policy and Planning	2,434	2,076	2,076	2,076
Corporate Services	5,658	4,941	4,941	4,941
Early Learning and Child Care	7,525	6,542	6,542	6,542
Curriculum Resources and French Education	8,188	7,238	7,238	7,238
Student Achievement	3,198	3,987	3,987	3,987
K-12 School Operations	159,200	163,210	163,210	163,210
Educator Development	11,159	10,767	10,767	10,767
Advanced Education	3,951	3,811	3,811	3,811
TOTAL	205,465	206,472	206,472	206,472

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)	2016-17	2017-18	2018-19	2019-20
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Directorate		1,221	1,154	1,154	1,154
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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 Government mandate and Ministerial direction is implemented faithfully.

Communications		735	673	673	673
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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		1,531	1,408	1,408	1,408
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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 DEAs 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 DEAs to work on behalf of DEAs and to support DEAs.				
Total, Directorate	4,152	3,900	3,900	3,900

Priorities (2016-17)

- Continue work on the family engagement campaign to contribute to overall student success.
Status: The department has continued their work on the family engagement campaign through the development of promotional materials, advertising campaigns, and information to encourage parents and guardians to take their children to school and to become more involved in their education.
- Continue to develop online training modules for DEA members and Office Managers.
Status: It is anticipated that the first DEA Office Manager online training module will be open to Office Managers before the end of the year. Work on a DEA member module has commenced and is expected to be completed in 2017.
- Continue working with stakeholders and partners in the Family Engagement Initiative.
Status: The Family Engagement website, which is developed in collaboration with NTI and ITK, is expected to launch before the end of the year.

Priorities (2017-18)

- Continue working with stakeholders and partners on the Family Engagement Initiative.
- Promote the Elders Advisory Committee as a resource of expertise for department-wide operations.
- Review and evaluate the online training modules for DEA members and DEA Office Managers.
- Begin to implement a department-wide communications strategy.

Priorities (2018-19)

- Continue working with stakeholders and partners on the Family Engagement Initiative.
- Continue to promote the Elders Advisory Committee as a resource of expertise for department-wide operations.
- Based on review and evaluation, revise were required online training modules for DEA members and DEA Office Managers.
- Continue to implement a department-wide communications strategy.

Priorities (2019-20)

- Continue working with stakeholders and partners in the Family Engagement Initiative.
- Continue to promote the Elders Advisory Committee as a resource of expertise for department-wide operations.
- Review the department-wide communications strategy for potential improvements.

Policy and Planning

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

Objectives

- To support and facilitate the collection, analysis, and reporting of general education and department specific statistics and key performance indicators.
- 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)	2016-17	2017-18	2018-19	2019-20
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Policy Development		925	794	794	794
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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		358	339	339	339
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This unit maintains departmental expertise on the various acts and regulations that are the department's responsibility and providing 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 1,151 **943** 943 943

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.

Total, Policy and Planning	2,434	2,076	2,076	2,076
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Priorities (2016-17)

- Continue work to develop regulations for the *Education Act*.
Status: The department has created a schedule for regulations development. Regulations development, including consultations on the drafts, is set to begin in winter 2017.
- Participate in the *Education Act* review. Work with Department of Justice, partners and stakeholders to consider the recommendations of the Special Committee on the *Education Act* Review and begin the legislative process.
Status: The department participated in the Education Act review and has considered recommendations of the Special Committee on Education Act review. The department completed the public and stakeholder consultations and is now proceeding through the legislative process with proposed amendments.
- Continue to lead the department in a comprehensive review of the *Child Day Care Act*, identify list of recommended amendments and proceed through the legislative process.
Status: The review was put on hold pending the completion of the Education Act review. The review of the Child Day Care Act is expected to begin in spring 2017.
- Review the new departmental standard operating procedures and standards of service to ensure maximum efficiencies, and review the overall strategic direction of the department.
Status: The department is in the process of implementing a structural re-alignment to ensure maximum organizational efficiencies and better define the overall strategic direction of the department.

Priorities (2017-18)

- Continue work to develop regulations for 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.
- Continue to review and develop the new departmental standards of service and operating procedures.
- Complete the comprehensive review of the Child Day Care Act and consider proceeding with this legislative initiative in future years.

Department of Education

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

Priorities (2018-19)

- Continue work to develop regulations for the *Education Act*.
- Continue work to develop a multi-year strategic plan to guide the future development of the department and implementation of the Education Act.
- Continue to review and develop the new departmental standards of service and standard operating procedures.
- Continue the implementation of a renewed departmental Inuit Employment Plan.

Priorities (2019-20)

- Continue work to develop regulations for the *Education Act*.
- Continue work to implement a multi-year strategic plan to guide the future development of the department and implementation of the *Education Act*.
- Continue to review and develop the new departmental standard operating procedures and standards of service
- Continue the implementation of the renewed 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)	2016-17	2017-18	2018-19	2019-20
Director's office		976	955	955	955
The budget provides for the staffing infrastructure to oversee the Corporate Services division.					
Financial Management		1,404	1,119	1,119	1,119
This unit is responsible for managing overall department budget and expenditure controls; provides financial planning and administration for the department; safeguards assets, prepares; and issues financial reports and provides advice.					
Human Resource Management		414	360	360	360
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		2,401	2,090	2,090	2,090
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		285	254	254	254
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		178	163	163	163
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		5,658	4,941	4,941	4,941

Priorities (2016-17)

- Continue to address the recommendations of the Office of Auditor General's report on Safe Schools and Day cares and Review of the Implementation of the *Education Act*.
Status: The department has been assisting licensed childcare facilities with the costs associated with installing and implementing enhanced security features such as security

Department of Education

cameras and buzzer entrance systems. The department has made safety a priority with respect to the creation of new positions, development of handbooks, fire prevention initiatives, and crisis response guidelines for schools.

Priorities (2017-18)

- Begin promoting awareness of the department's Occupational Health and Safety Policy and enforcement of new safety reporting requirements.
- Review the student-educator ratio funding formula to ensure it's reflective of needs.
- Review the funding formula for the District Education Authorities.
- Implement rollout of a human resource and teacher certification database to increase the accuracy and reporting capacity of the department.
- Continue efforts to purchase and install educational sound-field systems to support students with hearing impairments.

Priorities (2018-19)

- Continue to promote awareness of 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.
- Complete the review of the funding formula for the District Education Authorities.
- 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.
- Continue efforts to purchase and install educational sound-field systems to support students with hearing impairments.

Priorities (2019-20)

- Continue the development of a long-term strategic plan for information technology in schools.
- Complete efforts to purchase and install educational sound-field systems to support students with hearing impairment.
- In partnership with Community and Government Services, begin to review and develop new capital standards for schools.

Early Learning and Child Care

Early Learning and Child Care (**ELCC**) 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 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 and specifically special needs children.
- To promote quality care and education for children by licensing, inspecting, and providing guidance and support to all licensed childcare 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)	2016-17	2017-18	2018-19	2019-20
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Director's Office		503	478	478	478
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The budget provides for the staffing infrastructure to oversee the Early Learning and Child Care division.

Early Childhood Resources		937	886	886	886
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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

		1,857	950	950	950
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This unit is responsible for the licensure and inspection of child care facilities within the territory as well as the administration of programs and services to promote and increase access 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
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The Healthy Children Initiative (HCI) provides funding for communities to develop or enhance programs and services for prenatal children to age 6 and their families. HCI provides funding through two streams. The first is Community Initiatives, which provides funding for the enhancement or development of early childhood programs and services. The second program is Supportive Services, which provides funding on an individual basis for children requiring intensive support or specific assistance.

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

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

DEA Early Childhood Culture and Language	1,000	1,000	1,000	1,000
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The department provides funding to District Education Authorities and the Commission scolaire francophone du Nunavut for 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	7,525	6,542	6,542	6,542
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Priorities (2016-17)

- Continue with a comprehensive review of the *Child Day Care Act*, including consultations.
Status: The department will continue to review and research options for the Child Day Care Act, work is expected to begin in spring 2017.
- Continue with a comprehensive review of all early childhood programs in the territory to determine strength, weaknesses, and training gaps.
Status: The department has continued work on a review of early childhood programs, and it is anticipated that this will be complete in 2017.
- Develop an early childhood framework to guide delivery of programs and services.
Status: The department has conducted an initial literature review in 2016. The Early Learning and Child Care Division is closely monitoring the development of a national framework document to guide Nunavut's work.

- Continue to develop a comprehensive database for early childhood programs and services.
Status: The department anticipates that the database will be populated and ready for use in 2016.

Priorities (2017-18)

- Continue with a comprehensive review of all early childhood programs in the territory to determine strength, weaknesses, and training gaps.
- Continue to support the department's comprehensive review of the *Child Day Care Act*.
- Continue development of an early childhood framework to guide delivery of programs and services.

Priorities (2018-19)

- Use the comprehensive review of early childhood programs to streamline and develop programs to better support early childhood programs.
- Develop an early childhood development strategy specifically aimed at families who are not accessing early childhood programs.

Priorities (2019-20)

- Develop and implement an early childhood development strategy specifically aimed at families who are not accessing early childhood programs.
- Continue to create appropriate resources for Nunavut child care facilities.

Curriculum, Resources and Education en Francais

Curriculum Development, Resource Services and Education en Francais are the divisions in the department largely responsible for developing and maintaining the Education Program that is 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 to develop local programs that modify the Education 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 for Nunavut students and of educational benefit.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Curriculum Development		3,385	2,752	2,752	2,752
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 strands and programs of study for all grades and stages of development. This division is also responsible, through the <i>Education Act</i> and the <i>Inuit Language Protection Act</i> , for ensuring that Nunavut education program promotes Inuit culture and languages.					
Resource Services		3,990	3,752	3,752	3,752
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 <i>Education Act</i> and <i>Inuit Language Protection Act</i> . 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.					
Education en Francais		813	734	734	734
Education en Francais is responsible for the provision of services to the francophone community as required under the <i>Canadian Charter of Rights and Freedoms</i> , 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 <i>Official Languages Act</i> of Nunavut and the <i>Official Languages Act of Canada</i> .					
Total, Curriculum, Resources and French Services		8,188	7,238	7,238	7,238

Priorities (2016-17)

- Ensure curriculum reflects our realities in the Arctic and who we are as Nunavummiut.
Status: Nunavut officials will participate in the comprehensive review of the Alberta curriculum occurring over the next five years beginning in the fall of 2016. This review will ensure that any curriculum produced by Alberta contains northern and Inuit content, and that our government will be well positioned to determine which programs it may want to adopt for use in Nunavut schools.

- Ensure curriculum emphasizes the basics of reading, writing, math, and problem solving to ensure graduates are prepared for post-secondary education and employment.
Status: The department has been focusing on the development of literacy curriculum and resources to support its literacy initiative. A focus on Inuktitut has led to the development of draft K-6 Inuktitut Language Arts curriculum, which schools will pilot during the 2016-17 academic year.
- Review literacy teaching, interventions and assessment strategies to support bilingual education proficiency in Grades 9-12. Use this information to develop a common literacy framework for Grades 9-12, including a strategy for supporting continual improvement in teaching and learning capacity.
Status: The department has begun to implement a project to develop a Nunavut assessment policy and framework. In 2016, this work will focus on a literature review and an inventory of existing assessment practices within Nunavut's system. The department will continue to work to finalize a draft of the policy in 2017.
- Begin development and implementation of key numeracy teaching, intervention and assessment strategies to support high levels of student success in mathematics.
Status: The department has focused on the development of literacy curriculum to support its literacy initiative. The department will consider proceeding with this initiative in future years.
- Continue development of Inuit language resources to support literacy, with a focus on Inuktitut guided reading materials for Grades 2-3.
Status: Inuktitut guided reading materials for Grade 2 were printed in early 2016 and distributed to schools in October 2016. The development of Grade 3 materials will be completed in March 2017. Grade 4 material development will follow in 2017.
- Establish Inuinnaqtun advisory group to begin development of guided reading materials in Inuinnaqtun for Kindergarten and Grade 1.
Status: It is anticipated that a working advisory group of Inuinnaqtun educators, linguists, and assessment experts will meet in January 2017 to review vocabulary, and complete translation and development of Inuinnaqtun guided reading books for Kindergarten and Grade 1.

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.
- Continue to review and prepare to implement the new K-6 Inuktitut Language Arts curriculum.
- 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*.

- Begin to develop a project plan for an Inuktitut guided writing program to support balanced literacy.
- Adapt the inventory database to include electronic resources, as well as associated copyright information.
- Identify and inventory departmental legacy materials on various media to be digitized and catalogued in the inventory database.

Priorities (2018-19)

- Continue development of additional resources required to support literacy, including classroom supports, phonics programs, alternative publication formats, and teacher resources in Inuktitut and Inuinnaqtun.
- Fully implement the K-6 Inuktitut Language Arts curriculum.
- Complete the 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*.
- Develop materials for an Inuktitut guided writing program to support balanced literacy.
- Continue to refine and update the inventory database to include electronic resources as well as associated copyright information.
- Continue translation of key resources in Inuktitut and Inuinnaqtun for distribution to schools.
- Digitize and catalogue legacy materials on various media.

Priorities (2019-20)

- Continue reviewing the new Alberta curriculum (K-4, all programs of study) in order to determine which programs of study may be adopted for use in Nunavut.
- Continue development of additional resources required to support literacy, including classroom supports, phonics programs, alternative publication formats, and teacher resources in Inuktitut and Inuinnaqtun.
- Continue development of materials for an Inuktitut guided writing program to support balanced literacy.
- Adapt the inventory database to include digitized legacy materials.
- Continue translation of key resources in Inuktitut and Inuinnaqtun for distribution to schools.

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.
- 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 which drives the decision making of the department in relation to student learning outcomes.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Director's Office		250	237	237	237
The budget provides for the staffing infrastructure to oversee the Student Achievement division.					
Student Assessment		1,298	1,065	1,065	1,065
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.					
Student Support		1,097	1,282	1,282	1,282
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		553	1,403	1,403	1,403
This program provides funding to assist with the provision of services and supports for Nunavut students which 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		3,198	3,987	3,987	3,987

Priorities (2017-18)

- Begin to implement the Nunavut assessment policy and framework including communications and training of school staff.
- Continue to implement the external review recommendations on Inclusive Education.
- Continue to support the development of safe schools and communities.
- Support student social-emotional learning and development.

Priorities (2018-19)

- Continue to implement the Nunavut assessment policy and framework including communications and training of school staff.
- Continue to implement the external Inclusive Education review recommendations.
- Continue to support the development of safe schools and communities.
- Support student social-emotional learning and development.

Priorities (2019-20)

- Continue to implement the Nunavut assessment policy and framework including communications and training of school staff.
- Continue to implement the Inclusive Education review recommendations.
- Continue to support the development of safe schools and communities.
- Support student social-emotional learning and development.

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 (CSFN) 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 (DEA), 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.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Kindergarten - Grade 12 Instruction		135,939	140,050	140,050	140,050
Provides support to schools across Nunavut for the delivery of the Education Program for kindergarten through 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		12,173	11,940	11,940	11,940
Provide and manage contribution funding to DEAs/CSFN for administration, resources and delivery of community-based educational programming in schools.					
School Operations – Regional		10,810	10,942	10,942	10,942
Three Regional School Operations offices provide services and support to DEAs, school staff and administrators in relation to Human Resources.					
Commission scolaire francophone du Nunavut		278	278	278	278
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		159,200	163,210	163,210	163,210

Priorities (2016-17)

- Monitor progress of attendance and engagement programs, working closely with DEAs.
Status: The department continues to monitor attendance and enrolment statistical information for Nunavut schools. Efforts have been made to determine activities that District Education Authorities have undertaken, to promote greater attendance and community engagement in the schools. This will be reported as part of the annual reporting process for District Education Authorities.
- Monitor the implementation progress and success of the Nunavut-based literacy framework.
Status: The department has ensured that a minimum of 50 hours of literacy specific training is provided to all new teaching positions, including Learning Coaches. By the spring of 2017,

a survey will be completed to report on the number of schools, classrooms, and students in receipt of programming through the literacy framework.

- Ensure consistency and quality in curriculum across Nunavut that will enable student success, not only in Nunavut, but in any Canadian jurisdiction.
Status: The department is developing a new system for reviewing curriculum and resources used in Nunavut schools. This process will include a new reporting structure, as well, provide for a more regular review schedule to determine whether curriculum or resources should be modified, or replaced. The department anticipates this system will be completed by the end of the 2016-2017 fiscal year.
- Strengthen Inuit language comprehension by continuing to adapt and create curricula in Inuktitut.
Status: The department has distributed a new K-6 curriculum for Inuktitut Language Arts, as part of the balanced literacy program and Inuktitut guided reading books and resources. This curriculum was completed in 2015 will be piloted in 2016. This pilot will form the basis for the development of the Inuinnaqtun Language Arts curriculum project.
- Monitor effectiveness of the Safe Schools initiative.
Status: The department has developed manuals and protocols for the Regional School Operations offices. The manuals and tool kits were also distributed to principals in September 2015.
- Implement any changes necessary from the review of the Safe Schools initiative.
Status: The Safe Schools Initiative is being supplemented with training for school staff through a partnership with the Red Cross, Embrace Life Council and the Nunavut Teachers' Association. Schools will continue to receive in-service on crisis response guidelines during the 2016–2017 school year.
- Continue work on career and program planning with emphasis on a comprehensive communication plan for school staff and parents.
Status: The department's continued work will remain focused on ensuring new labour market information collected by the Department of Family is accessible to secondary students by collaborating with the Department of Family to schedule school visits and presentations. The department will also ensure information about job opportunities, career paths, funding programs, etc. is made available to students and school staff on a more consistent basis.

Priorities (2017-18)

- Continue to support the development of safe schools and communities.
- 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 DEAs.

- Monitor the implementation progress and success of the Nunavut literacy initiative.
- Ensure consistency and quality of 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 (2018-19)

- Continue to support the development of safe schools and communities.
- 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 DEAs.
- Monitor the implementation progress and success of the Nunavut literacy initiative.
- 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.
- 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 DEAs.
- Monitor the implementation progress and success of the Nunavut literacy initiative.
- 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 and 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)	2016-17	2017-18	2018-19	2019-20
Program Implementation and Training		7,776	7,291	7,291	7,291
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 to conferences and the design and delivery of various programs to support school staff to be as effective as possible.					
Teacher Certification		133	226	226	226
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	3,250	3,250	3,250
Based on a contractual agreement with the Nunavut Teachers' Association (NTA) a contribution agreement provides funding to be administered by a joint committee comprised of members of					

the NTA and officials from the department. The NTA and individual members utilize this funding for self and group directed professional development opportunities.

Total, Educator Development	11,159	10,767	10,767	10,767
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Priorities (2016-17)

There were no carry-forward priorities that fit into this new unit. Reporting on Priorities will begin in fiscal year 2017-18.

Priorities (2017-18)

- Provide training to school community counselors to ensure they are equipped to support schools.
- Continue to provide training for Student Support Assistants to meet the needs of students.
- Begin to implement a revised professional development framework for teachers and language specialists, which include professional standards, assessment instruments, and professional development plans.
- Continue to develop a professional development framework for teachers and language specialists.
- Continue to develop standardized orientation materials for new educators in their communities, which include residential school awareness training.
- Provide targeted in-service training to schools focused on supporting the literacy framework and safe and resilient schools.
- Continue to offer and modify the Certificate of Educational Leadership in Nunavut (CELN) program to meet the needs of principals and aspiring principals.
- Continue to offer Learning Coach training modules and begin the work to develop a certificate program for Learning Coaches modelled on the CELN format.
- Continue to develop e-learning modules to support the needs of school-based employees and partners.

Priorities (2018-19)

- Begin to develop a new educator recruitment strategy.
- Continue to provide support to school community counselors to ensure they are equipped to support schools.
- Continue to provide training for Student Support Assistants to meet the needs of students.

Department of Education

- Continue to implement a professional development framework for teachers and language specialists including professional standards, assessment instruments and professional development plan.
- Begin to develop a professional development framework for administrators, learning coaches and student support teachers.
- 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 literacy framework and safe and resilient schools.
- Continue to offer and modify the Certificate of Educational Leadership in Nunavut (CELN) program to meet the needs of principals and aspiring principals.
- Continue to offer Learning Coach training modules and begin the work to develop a certificate program for Learning Coaches modelled on the CELN format.
- Continue to develop and deliver e-learning modules to support the needs of school-based employees and partners.

Priorities (2019-20)

- Continue to develop a new educator recruitment strategy.
- Continue to provide support to school community counselors to ensure they are equipped to support schools.
- Continue to provide training for Student Support Assistants to meet the needs of students.
- Continue to implement a revised professional development framework for teachers, language specialists, learning coaches and student support teachers including professional standards, assessment instruments and professional development plan.
- Begin to develop a comprehensive orientation and mentorship program to support the department's Inuit Employment Plan.
- Continue to provide targeted in-service training to schools focusing on supporting the literacy framework and safe and resilient schools.
- Continue to offer and modify the Certificate of Educational Leadership in Nunavut (CELN) program to meet the needs of principals and aspiring principals.
- Continue efforts to develop and implement a certificate program for Learning Coaches modelled on the CELN format.

- Continue to develop and deliver e-learning modules to support the needs of school-based employees and partners.

Advanced Education

Advanced Education is responsible for guiding the development of governance, policy and strategic planning for adult learning in the territory including work to increase the availability of quality post-secondary educational opportunities in 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.
- To provide for and support adult programs that encourages 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)	2016-17	2017-18	2018-19	2019-20
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Director's Office		436	419	419	419
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The budget provides for the staffing infrastructure to oversee the Advanced Education division.

Adult Program Monitoring and Evaluation

		310	295	295	295
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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		494	426	426	426
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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	29	29	29
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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)	420	380	380	380
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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 for adults to receive the Nunavut High School Diploma which is accepted across Canada.

Pre-Employment Training	2,262	2,262	2,262	2,262
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This provides funding to support the development and delivery of educator training programs that are linked with the department's Inuit Employment Plan, Article 23 of the *Nunavut Land Claims Agreement* and bilingual education requirements. This includes funding to support the enhancement of the Nunavut Teacher Education program as well as new programs under development for other school-based occupations such as the Student Support Assistant Certificate.

Total, Advanced Education	3,951	3,811	3,811	3,811
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Priorities (2016-17)

- Conduct a review of Nunavut Adult Learning Strategy to determine areas of strength and weakness.
Status: The department anticipates that this review will begin in 2017.
- In accordance with the Nunavut Adult Learning Strategy (NALS), develop a strategy to engage Inuit men who may benefit from the Pathway to Adult Secondary School program.
Status: The department will review and research options for a strategy to engage Inuit men who may benefit from the Pathway to Adult Secondary School program in future years.
- In collaboration with the Department of Family Services, determine the types of adult education and training that should be prioritized in accordance with the NALS.
Status: The department, in collaboration with the Department of Family Services, will begin reviewing the types of adult education and training programming that should be prioritized, upon the completion of a review of the Nunavut Adult Learning Strategy.
- Develop a survey of students accessing Pathway to Adult Secondary School program in order to evaluate the effectiveness of the program.
Status: The department issues an exit survey to all students who participate in the Pathway to Adult Secondary School (PASS) program. This survey captures the student's assessment of individual classes as well as their experience of the PASS program as a whole.
- Review Grade 7-9 Nunavut Teacher Education program implementation. Continue development of Grade 10-12 Teacher Training program.
Status: The department, in association with Nunavut Arctic College, will begin the process of reviewing the Nunavut Teacher Education Program in order to re-focus it to produce

qualified, bilingual educators prepared for employment by the department. This review will be complete by June 2017.

Priorities (2017-18)

- In association with Nunavut Arctic College, begin to conduct a formal review of the NTEP program to ensure program offerings meet the needs of the Department of Education and to ensure alignment between course content and departmental priorities.
- 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, 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, continue to develop a Student Support Assistant Certificate Program to certify existing and future Student Support Assistants.
- Review and research options for a strategy to engage Inuit men who may benefit from the Pathway to Adult Secondary School program.
- Conduct a review of the Nunavut Adult Learning Strategy to determine areas for improvement.

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.

Department of Education

- Implement the 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.
- 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.

Financial Summary

Branch	2016 - 2017		2017 - 2018		2018 - 2019		2019 - 2020	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	2,164	15.0	1,912	15.0	1,912	15.0	1,912	15.0
Grants & Contributions	665		665		665		665	
Other O&M	1,323		1,323		1,323		1,323	
Subtotal	4,152		3,900		3,900		3,900	
Policy and Planning								
Compensation & Benefits	1,857	15.0	1,499	14.0	1,499	14.0	1,499	14.0
Grants & Contributions	-		-		-		-	
Other O&M	577		577		577		577	
Subtotal	2,434		2,076		2,076		2,076	
Corporate Services								
Compensation & Benefits	3,852	30.0	3,215	29.0	3,215	29.0	3,215	29.0
Grants & Contributions	165		85		85		85	
Other O&M	1,641		1,641		1,641		1,641	
Subtotal	5,658		4,941		4,941		4,941	
Early Learning and Child Care								
Compensation & Benefits	1,294	10.0	1,144	10.0	1,144	10.0	1,144	10.0
Grants & Contributions	5,061		4,228		4,228		4,228	
Other O&M	1,170		1,170		1,170		1,170	
Subtotal	7,525		6,542		6,542		6,542	
Curriculum, Resources and French Education								
Compensation & Benefits	4,583	33.0	3,686	32.0	3,686	32.0	3,686	32.0
Grants & Contributions	-		-		-		-	
Other O&M	3,605		3,552		3,552		3,552	
Subtotal	8,188		7,238		7,238		7,238	
Student Achievement								
Compensation & Benefits	1,686	12.0	1,625	15.0	1,625	15.0	1,625	15.0
Grants & Contributions	-		-		-		-	
Other O&M	1,512		2,362		2,362		2,362	
Subtotal	3,198		3,987		3,987		3,987	
K-12 School Operations								
Compensation & Benefits	141,216	1,136.8	144,727	1,146.8	144,727	1,146.8	144,727	1,146.8
Grants & Contributions	12,742		12,559		12,559		12,559	
Other O&M	5,242		5,924		5,924		5,924	
Subtotal	159,200		163,210		163,210		163,210	

Department of Education

Educator Development								
Compensation & Benefits	3,004	24.0	2,582	24.0	2,582	24.0	2,582	24.0
Grants & Contributions	3,911		3,941		3,941		3,941	
Other O&M	4,244		4,244		4,244		4,244	
Subtotal	11,159		10,767		10,767		10,767	
Advanced Educaiton								
Compensation & Benefits	959	7.0	819	7.0	819	7.0	819	7.0
Grants & Contributions	2,437		2,437		2,437		2,437	
Other O&M	555		555		555		555	
Subtotal	3,951		3,811		3,811		3,811	
Total	205,465	1,282.8	206,472	1,292.8	206,472	1,292.8	206,472	1,292.8

Inuit Employment Plan

Departmental Inuit Employment Targets				
Department of Education	As of Sept. 30, 2016		As of March 31, 2018	
	Capacity %		Capacity %	
Total Department Positions	1282.26		1292.8	
Total Filled Positions	1144.26	89%	1144.26	89%
Total Vacancies	138	11%	148.54	11%
Total Inuit	588.35	51%	709.65	62%
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	20		20	
Total Filled Senior-Management Positions	17	85%	17	85%
Total Vacant Senior-Management Positions	3	15%	3	15%
Total Inuit in Senior-Management Positions	7	41%	2	12%
Total Middle-Management Positions	64		64	
Total Filled Middle-Management Positions	50	78%	50	78%
Total Vacant Middle-Management Positions	14	22%	14	22%
Total Inuit in Middle-Management Positions	19	38%	19	38%
Total Professional Positions	718.5		727.25	
Total Filled Professional Positions	650	90%	650	89%
Total Vacant Professional Positions	68.5	10%	77.25	11%
Total Inuit in Professional Positions	279	43%	279	43%
Total Paraprofessional Positions	169.8		170.3	
Total Filled Paraprofessional Positions	156.8	92%	156.8	92%
Total Vacant Paraprofessional Positions	13	8%	13.5	8%
Total Inuit in Paraprofessional Positions	95.5	61%	146.37	93%
Total Administrative Positions	307.96		309.25	
Total Filled Administrative Positions	268.46	87%	268.46	87%
Total Vacant Administrative Positions	39.5	13%	40.79	13%
Total Inuit in Administrative Positions	186.85	70%	262.28	98%

Capacity

It should be noted that the department has been and continues to be in the process of restructuring, which has meant that a number of its non-school based positions remained vacant throughout the 2015-16 and 2016-17 fiscal years until the re-alignment of these positions could take effect. 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 ‘leap’ 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.

Another key consideration of this organizational re-alignment that we envision impacting directly on our Inuit employment efforts has been to create a new unit with our Policy and Planning division known as Planning, Reporting and Evaluation. One of the functions of this new unit will be to focus strategically on our Inuit employment efforts and to support us in meeting and ideally exceeding our targets. Within that unit will be a dedicated position tasked to support 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 will also be responsible for continually monitoring department progress and ensuring that this important consideration is given attention at all times.

In order to better support existing and future initiatives that will be required to achieve our goals, we have re-assigned responsibilities within the department to ensure our divisions are focused, accountable and given appropriate workloads. Of note is the transfer of responsibility to the Advanced Education division around agreements with Nunavut Arctic College for programs targeted at the public that will lead to employment within this department. This includes the well-established Nunavut Teacher Education Program, as well as the Student Support Teacher program currently in development. Shifting responsibility for this makes sense as this division already deals with governance issues related to adult learning and has existing partnerships with Nunavut Arctic College with their governance and delivery relationship for the Pathway to Adult Secondary School program and the University Joint Venture.

The newly-formed Educator Development division is largely a decentralized and regional division. It will have a focus on supporting employees who are hired by the department to work in schools. This will involve 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 will have a central role in supporting school-based Inuit employees and ensuring that they remain long-term and valued members of our organization.

As the department gradually transitions from its old structure to the new structure, efforts will be 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. One example that the department is currently seeking to address is in the role of Superintendent of Schools. This is a regional senior management position that directly supervises school principals. As these positions become available, Inuit school administrators will be actively recruited to apply and compete and where possible, new approaches to meeting our IEP targets will be considered. This

may include relying on the Sivuliqtiksat program to help us create safe and supported opportunities to gain confidence and experience.

Throughout 2016-17, efforts have been made to encourage Inuit employees to avail themselves of programs offered through the Department of Executive and Intergovernmental Affairs and as a result there have been some notable success stories.

The Department of Education is currently in a transition year as it has begun a comprehensive review of its Inuit Employment Plan, stemming in part from *Education Act* consultations with the public, stakeholders and NTI, and feedback and suggestions gleaned from that exercise. There is a renewed 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. The department is contemplating a series of actions that are intended to increase the likelihood that it will meet its targets in the coming years, in critical occupation groups such as classroom teachers, but also for positions across its entire operations.

While in its preliminary stages, this work will result in an analysis of the department's structure, operations and workplace culture to:

1. Ensure sufficient promotional and recruitment efforts to promote education-related occupations as positions of choice within the Nunavut labour force;
2. Promote and support a welcoming atmosphere within schools and department offices that respects and celebrates Inuit language and culture;
3. Identify and remove potential barriers in place that may limit Inuit employment particularly educational or experiential barriers;
4. Ensure that the organizational design of the department provides opportunities to support employees to progress to increasingly challenging and responsible roles;
5. Actively promote Government of Nunavut training and development programs to department employees;
6. Modify or develop programs that can be offered by the department to support existing employees in their current roles and to encourage those employees to progress to increasingly responsible and technical roles;
7. Set short, medium and long term Inuit employment targets by occupation group; and
8. Work with Nunavut Arctic College to develop pre-employment programs that will support the department's mandate and IEP targets, and that will create a pool of skilled labour for the department as well as provide opportunities for existing employees to increase their qualifications.

The work related to the department's renewed Inuit Employment Plan has already begun and will continue to occur during the 2016-17 fiscal year and beyond.

**Note that each of the above numbered strategies relate to priorities listed below.*

Priorities (2016-17)

The department hopes to hire 48 new Inuit employees by 2017, both in schools and across the department.

- Inuit teacher training is key for the development of strong Inuktitut language skills in students and a solid representation of Inuit in the workforce and school system; thus the department will promote a variety of teacher education and leadership training opportunities through communications campaigns. These campaigns will target both potential teacher recruits and current educators. The department will also actively recruit Inuit for supportive positions in schools such as Student Support Assistants, School Community Counselors, and Student Support Teachers.

Status: Due in part to re-alignment issues, there were active communications campaigns initiated during 2016-17 but with the establishment of the Educator Development division there is now a unit dedicated to this work and to working with the regional school operations to develop a questionnaire to determine whether these campaigns are having a positive impact. The department has actively recruited Inuit for all categories of positions and has regularly used new HR tools such as restricted competitions to facilitate and streamline these competitions.

- To achieve a balance of Inuit employment outside of schools, there is also a review of the organizational structure of the department to ensure that Inuktitut is more strongly supported throughout divisions with the intention that administrative positions be created and filled by Inuit. The department plans to actively seek out employees in entry to mid-level positions who would be well suited to participate in training such as the programs offered through Sivumuaqatigiit, and other learning opportunities.

Status: The department has begun to implement its realignment and will be transitioning into its new structure throughout the 2016-17 fiscal year and beyond. New positions specifically designed to attract new Inuit employees and to create 'steps' for existing Inuit employees to move into leadership positions have been created. Inuit will be targeted to fill these positions and supported through the use of programs available through EIA.

- Continue to implement the territory-wide balanced literacy initiative that addresses the need to improve literacy outcomes for students.

Status: The literacy initiative continues to be gradually implemented in all official languages but department efforts have focused on Inuktitut, with Inuinnaqtun to follow shortly. Draft K-6 Inuktitut Language Arts curriculum has been shared with schools, and feedback will be obtained during fall and winter of 2016-17. Guided reading books for Inuktitut as well as a series of resources, assessment tools and training will be provided to ensure Inuit educators receive high-quality materials for language instruction. Kindergarten to Grade 1 materials have already been distributed with Grade 2 to follow by the end of 2016. Grade 3 is in development and will be ready for the 2017 school year.

- Continue to work with the University of Prince Edward Island (UPEI) to offer the Certificate in Educational Leadership in Nunavut (CELN) program. The two courses for principal certification are part of a series of five graduate level courses comprising the CELN.

Status: CELN has been reviewed and a new program outline has been developed to help school employees better understand the nature of the program. Inuit employees are the first priority for available seats for principals (this is mandatory principal training) and for prospective seats when available. Efforts are made to recruit Inuit co-facilitators for the training at every delivery.

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.
- Continue to adapt and modify the Certificate of Educational Leadership program to ensure that it prioritizes Inuit educators and meets their specific needs.
- Continue to partner with Nunavut Arctic College to design a Student Support Assistant (SSA) certificate program that can be both delivered to meet the professional development needs of existing SSAs but also delivered to create new SSAs who can be hired by the department.
- 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.
- 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.
- 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.
- 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.
- 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.
- 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.

Department of Education

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

Priorities (2018-19)

- Review and update the revised department Inuit Employment Plan with short, medium and long term targets and supporting actions.
- Continue to ensure that the Professional Development Framework project as it progresses from teachers and language specialists to other occupation groups takes into account Inuit Qaujimajatuqangit, as well as the needs of Nunavut communities for each occupation group targeted.
- 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 training to ensure all new employees are familiar with the history and impacts of residential schooling.
- Partner with Nunavut Arctic College to deliver a Student Support Assistant (SSA) certificate program that can be both delivered to meet the professional development needs of existing SSAs.
- Continue to adapt and modify the Certificate of Educational Leadership program to ensure that it prioritizes Inuit educators and meets their specific needs.

**Department of
Health**

**Business
Plan**

2017-2020

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CORE BUSINESS

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

	Budget (\$000)			
	2016-17	2017-18	2018-19	2019-20
Directorate	32,781	34,902	34,804	34,194
Quality of Life Secretariat	-	6,632	7,090	7,090
Public Health	18,937	18,973	18,984	18,984
Health Care Service Delivery	289,562	292,880	296,601	296,601
TOTAL	341,280	353,387	357,479	356,869

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 (*Sivumut Abluqta: Stepping Forward Together*) 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)	2016-17	2017-18	2018-19	2019-20
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	676	676	676	676
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This Division provides overall management and leadership in developing territorial programs, policies, standards and guidelines, and local community capacity building. It is responsible for promoting and maintaining information on the health of Nunavummiut

ADM Operations	7,706	9,827	9,729	9,119
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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	12,070	12,070	12,070	12,070
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Corporate Services is a multi-disciplinary division providing advice in the areas of finance, administration, capital planning, medical travel and health information technology. This division provides health insurance services to the public and takes a leadership role in maintaining vital statistics including Non-insured Health Benefits on behalf of Health Canada.

Human Resources	9,957	9,957	9,957	9,957
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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
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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	32,781	34,902	34,804	34,194
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Priorities (2016-17)

- Develop health professions umbrella legislation to allow the regulation of multiple health professions currently not regulated in Nunavut.
Status: This initiative has been deferred. The department will consider proceeding with this legislative initiative in future years.
- Continue to implement the departmental human resources plan, including the creation and implementation of a comprehensive training and development strategy to address both technical and soft skill gaps in the workforce.
Status: The department reviewed the human resources plan and identified priority areas for training and development, which include radiology training and emergency care certifications. Delivery of allocated courses is currently underway.

- Continue to implement the departmental human resources plan.
Status: A cultural orientation program is being developed with Culture and Heritage and the Foundation for Healthcare Improvement. The department will review their organizational structure to ensure it can effectively support an updated health care model (Model of Care).
- Implement the development of health specific privacy legislation.
Status: The department will continue to review and research options for health specific privacy legislation. The department will consider proceeding with this legislative initiative in future years.
- Implement the health care professionals' recruitment and retention strategy.
Status: The department's recruitment function has been centralized to improve efficiency. Planned recruitment and retention initiatives are being reviewed in conjunction with the new Collective Agreement prior to implementation.
- Implement recommendations and directives resulting in the Inuit Employment working groups and ensure maximum beneficiary representation in the workforce. Create specific objectives for supervisors related to the hiring and development of beneficiary employees.
Status: Health is currently at 67% of target, hiring 64 Inuit of the 96.09 committed to in the 2016-2017 business plan.
- Introduce the revised Extended Health Benefits policy.
Status: The Extended Health Benefits Policy was revised and came into force July 1, 2016.
- Implement the clinical orientation requirements for frontline health care services providers and their supervisors.
Status: Work is currently underway in developing the curriculum for the nursing orientation program. This work will be completed in two phases. The first phase is documenting the required competencies for nursing positions in the territory, followed by phase two, developing the orientation curriculum based on the required competencies.
- Continue to implement the Nunavut interoperable Electronic Health Records (iEHR) Program in the remaining communities.
Status: iEHR is implemented in nine communities. By March 31, 2017, it is scheduled to be implemented in five more communities.
- Introduce an interim suicide prevention action plan for the 2016-2017 fiscal year in response to the suicide crisis.
Status: Resiliency Within: An Action Plan for Suicide Prevention in Nunavut 2016-2017, was developed by the Nunavut Suicide Prevention Strategy partners and introduced on March 7, 2016.
- Engage partners and stakeholders for the development of a long-term suicide prevention action plan, including host a Summit for Suicide Prevention.
Status: Health with its partners hosted the Atausiuqatigiingiq Inuusirmi Stakeholder Summit for Suicide Prevention held May 4-6, 2016.

Priorities (2017-18)

- Evaluate the departmental human resources plan.
- In preparation for the introduction and implementation of the Model of Care re-design, introduce change management mentorship programming within the department.
- Implement the transition of responsibility and accountability for elders' residences from the Department of Family Services to the Department of Health.
- 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.
- Evaluate departmental communications and develop a Health communications strategy that will include a focus on privacy and education.
- Evaluate Medical Travel programs to ensure effective service delivery.
- Work collaboratively with GN departments and the Nunavut Housing Corporation to implement the first year objectives in "The Blueprint for Action on Housing".

Priorities (2018-19)

- Implement recommended updates to departmental human resources plan.

Priorities (2019-20)

- Monitor the implementation of the departmental human resources plan.

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)	2016-17	2017-18	2018-19	2019-20
Quality of Life Secretariat	-	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
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
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
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
Contribution to the operation of the Nunavut based 24-hour crisis help line.				
Total, Quality of Life Secretariat	-	6,632	7,090	7,090

Priorities (2016-17)

- Introduce an interim suicide prevention action plan for the 2016-2017 fiscal year in response to the suicide crisis.
Status: Resiliency Within: An Action Plan for Suicide Prevention in Nunavut 2016-2017, was developed by the Nunavut Suicide Prevention Strategy partners and introduced on March 7, 2016.
- Engage partners and stakeholders for the development of a long-term suicide prevention action plan, including host a Summit for Suicide Prevention.
Status: Health with its partners hosted the Atausiuqatigiingiq Inuusirmi Stakeholder Summit for Suicide Prevention held May 4-6, 2016.

Priorities (2017-18)

- Introduce a long-term suicide prevention action plan, programs, and policies with partners and stakeholders.
- Review the capacity and needs of non-government wellness organizations.

Priorities (2018-19)

- Implement the long-term suicide prevention action plan, programs, and policies with partners and stakeholders.
- Research Inuit specific protective factors, both traditional and modern, to incorporate into programs and policies.
- Evaluate the effectiveness of the Mobile Trauma Response Team.

Priorities (2019-20)

- Implement the long-term suicide prevention action plan, programs and policies with partners and stakeholders.
- Evaluate the effectiveness and ensure cultural relevance of support networks within communities.

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)	2016-17	2017-18	2018-19	2019-20
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		1,311	1,347	1,358	1,358
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	14,957	14,957	14,957
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		18,937	18,973	18,984	18,984

Priorities (2016-17)

- Continue work to improve the overall health of the next generation of Nunavummiut by continuing to focus on maternal child health and chronic disease prevention.

Status: Health has expanded Sudden Infant Death Syndrome (SIDs) reduction initiatives by facilitating training and implementing the Nunavut Baby Box Program. In addition, Health is

engaged in ongoing consultation to develop a set of alcohol harm reduction resources for wide spread use.

- Continue to update existing regulations under the *Public Health Act* and identify new regulations as required.
Status: The new Public Health Act was introduced in 2016. New regulations are being developed to support the Act.
- Evaluate the Food Security Action Plan 2014-16 and commence development of a follow up Action Plan for 2017-19.
Status: In April 2016, the Department of Health transferred the Territorial Food Security Coordinator PY and the project funding to the Department of Family Services. The Department of Family Services will co-lead the development of a new Food Security Action Plan with NTI, with input from the Department of Health and other Food Security Coalition members.
- Complete the 2011-2016 Tobacco Reduction Program Framework for Action and develop a new Tobacco Reduction Strategy for outgoing years.
Status: The deliverables set out in the 2011-16 Tobacco Reduction Program Framework for Action are near completion. An updated Tobacco Reduction Strategy will be developed for future years.
- Continue to implement the Sexual Health Framework for Action with a focus on supporting youth, and community-led sexual health initiatives.
Status: Implementation of the Sexual Health Framework for Action continues. The irrespecfulmyself.ca was updated and training on syphilis diagnosis, treatment, management, contact tracing, and prevention was delivered to health care providers.
- Evaluate the current multi-year Northern Wellness Agreement (formally known as the Health Portfolio Contribution Agreement) with Health Canada in preparation for negotiating a new agreement.
Status: The evaluation is complete and Health is working with Canada to finalize a new Northern Wellness Agreement.

Priorities (2017-18)

- Implement the new Public Health Act and Regulations.
- Implement the new Northern Wellness Agreement with Health Canada.
- Work collaboratively with the Coalition co-chairs, to continue to implement the Food Security Action Plan 2017-19.
- Develop an Action Plan for the Public Health Branch that aligns with the Department of Health's strategic plan.
- Monitor the implementation activities of the updated Tobacco Reduction Strategy.

- Finalize the new Maternal and Child Health Strategy 2017-2021.
- Evaluate the implementation of the Sexual Health Framework for Action.
- Begin development on a colorectal cancer screening program.
- Implement Phase 1 of the Community Health Development Coordinators and the Academic Enhancement Program.
- Develop and implement programming to support the impacts of the legalization of cannabis.

Priorities (2018-19)

- Continue to implement and monitor the activities within the Action Plan for the Public Health Branch.
- Continue to implement and monitor the Northern Wellness Agreement with Health Canada.
- Monitor and continue to implement the updated Tobacco Reduction Strategy.
- Continue to support community-led sexual health initiatives, build reliable support systems for sexual health educators in Nunavut, and respond to priorities by developing an updated Sexual Health Framework for Action.
- Monitor and implement the goals and objectives of the new Maternal and Child Health Strategy 2017-2021.
- Work collaboratively with the Coalition co-chairs, to continue to implement the Food Security Action Plan 2017-19.
- Introduce and implement a colorectal cancer screening program.
- Continue to implement and monitor programming to support the impacts in the legalization of cannabis.
- Continue to implement and monitor an increased local workforce of Community Health Development Coordinators across Nunavut along with the Academic Enhancement Program.

Priorities (2019 -20)

- Continue to implement and monitor the activities within the Action Plan for the Public Health Branch.
- Continue to implement and monitor the Northern Wellness Agreement with Health Canada.
- Continue to support community-led sexual health initiatives, build reliable support systems for sexual health educators in Nunavut, and respond to priorities.

- Monitor and continue to implement the goals and objectives of the Maternal and Child Health Strategy 2017-2021.
- Continue to implement and monitor an increased local workforce of Community Health Development Coordinators across Nunavut along with the Academic Enhancement Program.

Health Care Service Delivery

The Health Care Service Delivery Branch includes clinical services provided at community and regional health centres, and the Qikiqtani General Hospital. The Branch also provides mental health, long-term care and home and community support services. The Branch strives to provide culturally relevant services through a holistic, patient-centered approach. It also includes territorial health insurance programs that cover hospital services within Nunavut and other jurisdictions, as well as supplementary health benefits and vital statistics. The Branch coordinates referrals to access health care services within Nunavut and other jurisdictions. This Branch also funds physician and specialist services, including rehabilitation services that are accessed both in and out of territory as required. The 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)	2016-17	2017-18	2018-19	2010-20
Professional Practice	1,114	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	24,501	26,986	29,734	29,734
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Mental Health and Addictions has a mandate to provide a client-centered, comprehensive continuum of care which include assessment, counselling, treatment and referral services to those individuals and families experiencing emotional distress and/or psychiatric disorders. This includes providing support and assistance to communities and groups to better understand and deal effectively with primary, acute, and/or emergency mental health issues, suicide ideations and attempts, self-harming behaviors, high stress, self-esteem and wellness issues, including addictions that limit personal functioning and well-being.

Home Care and Community Care	3,613	3,582	3,582	3,582
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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	7,710	7,767	7,767	7,767
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Residential Long-term Care services provide 24-hour, 7-day nursing and personal care to elders and other adults who require nursing care and support.

Medical Transportation	63,796	63,796	63,796	63,796
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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	79,242	79,792	80,342	80,342
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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	43,410	43,802	44,225	44,225
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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
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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
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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
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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
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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	289,562	292,880	296,601	296,601
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Priorities (2016-17)

- Continue to expand the mental health and addictions system of care across the service continuum.
Status: This is an ongoing initiative that includes continuing competency training for Mental Health and Addictions staff, improving staffing processes, and increasing staffing throughout the territory.
- Implement the next phase of long-term care enhancement.
Status: Work is progressing on the conversion of a portion of the second floor of the Health Centre in Cambridge Bay to a continuing care centre. In its first phase, this facility will create seven continuing care beds and one respite care bed.
- Establishment of a Quality Improvement Unit.
Status: The Continuous Quality Improvement Division has been established and recruitment will commence for the following positions: Territorial Quality Improvement Manager,

Quality Improvement Lead, Data Analyst, and Risk Management Lead.

- QGH will evaluate the effectiveness of the primary care model.
Status: The Department of Health, through an expert reviewer, has conducted an assessment of ambulatory care services which are currently provided by Iqaluit Health Services. The department agrees with the assessment and plans to implement the recommendations of the report.
- Review and evaluate the primary care model for both the regional health centres and Qikiqtani General Hospital.
Status: The review of the primary care model for the regional health centres will be addressed in the Model of Care review currently underway.
- Develop and monitor an oral health promotion strategy in Nunavut.
Status: The oral health promotion strategy was developed and is being implemented. The oral health program launched its www.Nunavutsmiles.ca website in June 2016. A monitoring component of the oral health promotion strategy is to be developed.
- Ensure the continuance of the Children's Oral Health Project and seek ways to sustain this project over multiple years.
Status: Children's Oral Health Project has been extended to March 31, 2018.
- Initiate the transition plan of elders' facilities from the Department of Family Services to Health.
Status: A work plan to affect the transfer of responsibilities was developed jointly by the Department of Family Services and the Department of Health. An assessment of the current state of the facilities, its operations, as well as the current administrative arrangements is underway.
- Proceed with the legislative process for the *Mental Health Act*.
Status: Consultations were held with the public in ten communities and Iqaluit. Telehealth sessions were also hosted with clients cared for under the Act and their families. Input was solicited from the RCMP and health care professionals using an online questionnaire. Nunavut Tunngavik Inc. and Nunavut Sivuniksavut students were also consulted. The department will consider proceeding with this legislative initiative in future years.
- Proceed with the legislative process to propose amendments to the *Medical Profession Act*.
Status: The department will review and research options regarding amendments to this Act and will consider proceeding with this legislative initiative in future years.
- Work with our partners to continue the implementation of actions aimed at reducing suicide in Nunavut.
Status: The Quality of Life Secretariat was created this year to provide strategic planning, leadership, and coordination for the Government of Nunavut's suicide prevention initiatives, plans, and strategies. Resiliency Within: An Action Plan for Suicide Prevention in Nunavut

2016-2017 was developed and introduced on March 7, 2016.

Priorities (2017-18)

- Pursue continued enhancement of community-based mental health and addictions programming and service capacity.
- Assess population needs and develop a long-term plan to expand the continuing care sector in Nunavut.
- Develop and expand the capacity of the telehealth unit.
- Acquire a territorial electronic incident reporting system.
- 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.
- Introduce a redesigned Model of Care and commence implementation through the department.
- Complete the evaluation of the Children's Oral Health Project.

Priorities (2018-19)

- Develop a recruitment strategy for oral health community workers.
- Monitor and continue the implementation of the Model of Care.
- Ensuring facilities and programs specific for Dementia Care component of long term care continuum are available.
- Planning and preparation for regional health centre accreditation.
- Expanded use of Telehealth, both capacity and utilization in all regions so that Telehealth becomes a reliable means of health care delivery.
- Continue to expand the mental health and addictions system of care across the service continuum, with a focus on addictions and suicide prevention.

Priorities (2019-20)

- Monitor and evaluate the implementation of the Model of Care.
- Continue to monitor and expand the use of Telehealth, as a reliable means of health care delivery
- Continue to expand the mental health and addictions system of care across the service continuum, with a focus on addictions and suicide prevention.

Financial Summary

Branch	2016 - 2017 Main Estimates		2017 - 2018 Main Estimates		2018 - 2019 Planned		2019 - 2020 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	20,238	130.0	20,382	131.0	20,382	131.0	20,382	131.0
Grants & Contributions	286		286		286		286	
Other O&M	12,257		14,234		14,136		13,526	
Subtotal	32,781		34,902		34,804		34,194	
Quality of Life								
Compensation & Benefits	-	-	957	6.0	957	6.0	957	6.0
Grants & Contributions	-		4,223		4,681		4,681	
Other O&M	-		1,452		1,452		1,452	
Subtotal	-		6,632		7,090		7,090	
Public Health								
Compensation & Benefits	13,329	135.0	13,329	145.0	13,329	134.0	13,329	134.0
Grants & Contributions	498		498		498		498	
Other O&M	5,110		5,146		5,157		5,157	
Subtotal	18,937		18,973		18,984		18,984	
Health Care Service Delivery								
Compensation & Benefits	99,141	883.6	102,005	894.6	105,176	923.6	105,176	923.6
Grants & Contributions	2,017		2,017		2,017		2,017	
Other O&M	188,404		188,858		189,408		189,408	
Subtotal	289,562		292,880		296,601		296,601	
Total	341,280	1,148.6	353,387	1,176.6	357,479	1,194.6	356,869	1,194.6

Inuit Employment Plan

Departmental Inuit Employment Targets				
Health	As of Sept. 30, 2016		As of March 31, 2018	
	Capacity %		Capacity %	
Total Department Positions	1146.28		1176.6	
Total Filled Positions	600.84	52%	904.22	77%
Total Vacancies	545.44	48%	272.38	23%
Total Inuit	308.17	51%	511.43	57%
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%	1	25%
Total Senior-Management Positions	31		32	
Total Filled Senior-Management Positions	20	65%	29	91%
Total Vacant Senior-Management Positions	11	35%	3	9%
Total Inuit in Senior-Management Positions	1	5%	9	31%
Total Middle-Management Positions	115		115	
Total Filled Middle-Management Positions	72	63%	98	85%
Total Vacant Middle-Management Positions	43	37%	17	15%
Total Inuit in Middle-Management Positions	13	18%	23	23%
Total Professional Positions	344		355	
Total Filled Professional Positions	147	43%	229	65%
Total Vacant Professional Positions	197	57%	126	35%
Total Inuit in Professional Positions	13	9%	30	13%
Total Paraprofessional Positions	170.67		185.67	
Total Filled Paraprofessional Positions	73.67	43%	133	72%
Total Vacant Paraprofessional Positions	97	57%	52.67	28%
Total Inuit in Paraprofessional Positions	22	30%	55.44	42%
Total Administrative Positions	481.61		484.93	
Total Filled Administrative Positions	284.17	59%	411.22	85%
Total Vacant Administrative Positions	197.44	41%	73.71	15%
Total Inuit in Administrative Positions	258.17	91%	392.99	96%

Priorities (2016-17)

The 2016/2017 business plan for the department provided a more detailed objective for improving Inuit employment over short and long term planning horizons, which included:

- Quarterly Executive Management meetings to review Inuit Employment activities, in order to identify opportunities to remove barriers and increase employment

Status: The Department of Health has representation on the Inuit Employment Steering Committee and participated with the group to identify and remove barriers to Inuit employment.

- Improved succession planning opportunities for beneficiary employees, by implementing a supervisor level program in 2016 and a mid-manager level program in 2017.
Status: Two health staff participated and completed the supervisor level program. Two departmental health staff are enrolled in the emerging managers program.
- Structured training and development plans for current beneficiary employees as part of the formal performance planning process
Status: The managers of Inuit Employment and Employee Development have begun meeting with employees to review development goals.
- Added mandatory Performance Management objectives for leaders related to beneficiary hiring and their corresponding orientation, training and development, starting in 2016.
Status: It has been requested to the Inuit Steering Committee Performance Management form be changed. Discussions are on-going with supervisors for performance expectations.
- Increased 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: In September 2016, staff from the Human Resources Division began visiting schools to discuss careers in health. 14 communities are targeted for visits by March 31, 2017.
- Increase the number of participating communities hiring students for summer employment. Communities' targets for 2016 are: Qikiqtarjuaq, Coral Harbour, and Kugluktuk.
Status: 36 summer students were hired for summer employment. For the targeted communities, 2 student hires were in Kugluktuk, 2 in Sanikiluaq, and 2 in Coral Harbour.
- Submit at least two internship applications in 2016 and two in 2017.
Status: The Department of Health has submitted two applications . The department was successful in securing a Sivuliqtiksatsat Internship for a Human Resources position. This is currently being filled through a restricted competition.
- Initiate direct appointments for long term casuals with the goal to improve the hire rate of long term Inuit that have been in their positions for over a year.
Status: The Department of Health has increased the number of direct appointments for long-term beneficiary casual employees. Currently there are 27 casuals with more than 2 years in the job, which is down from over 40 one year ago.

March 31, 2017 Inuit Employment Target Positions – 96.09

- The Department of Health is currently trending 17% above year to date target for beneficiary employment of 96.09 positions as of Sept 2016. The Department of Health has filled 73% of the target positions (70 out of 96.09) with Inuit and has successfully filled 100% of the targeted 63 administrative support positions with Inuit.

Department of Health

- In addition to the 2016-17 objectives, the Department of Health has taken measures to increase Inuit employment within the department with the following endeavors:
 - The Population Health Division is creating a new training program for Beneficiary CHRs, in association with Lethbridge University.
 - Providing Medical Terminology workshops are currently in the planning stages to be delivered in the last quarter.
 - To increase successful recruitment of Inuit, the ADM now:
 - reviews the “Knowledge, Skills and Abilities” section of job descriptions before approval of Job Action Requests to ensure that qualifications are not set inappropriately;
 - reviews all casual staffing actions to ensure that new casual hires are Inuit whenever possible; and
 - monitors departmental Inuit Employment statistics to identify opportunities within specific Health work groups to improve beneficiary hiring.
 - Health has started informal mentoring of a beneficiary for senior management advancement.

Priorities (2017-18)

- Develop a three year internal Health Human Resources division plan, which will include targets for Inuit hiring.
- Work with the Department of Finance, Staffing Division, to ensure positions are posted and filled.
- Continue to increase the number of participating communities hiring students for summer employment. Targets for 2017-18 are: Kugaaruk, Sanikiluaq and Grise Fiord.
- 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.
- Submit departmental Sivuliqtiksatsat internship applications for consideration.

Department of Family Services

Business Plan

2017-2020

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CORE BUSINESS

The Department of Family Services consists of four lines of core business:

	Budget (\$000)			
	2016-17	2017-18	2018-19	2019-20
Corporate Management	7,404	8,471	8,471	8,471
Children and Family Services	59,205	55,897	55,897	55,897
Income Assistance	54,156	53,803	53,803	53,803
Career Development	20,141	20,091	20,091	20,091
TOTAL	140,906	138,262	138,262	138,262

Corporate Management

Corporate Management provides overall management support to the department and advice to the Minister under the direction of the Deputy Minister. Corporate Management consists of the Deputy Minister, the Assistant Deputy Minister, the Corporate Services Division, the Policy and Planning Division and the Poverty Reduction Division. Corporate Management is responsible for coordinating strategic planning, providing leadership in the development of legislation and policy, communications, budget coordination, financial and human resource services and systems support; 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 maximize the use of our resources.
- To support each division in achieving its objectives and strategic priorities.
- To collaborate with other government departments and agencies on initiatives aimed at achieving the Government's priorities, particularly those related to the promotion of self-reliance and strengthening of Nunavut families.
- To improve the coordination of new and existing resources to address homelessness in Nunavut.
- To work in collaboration with other partners to coordinate and advance initiatives aimed at reducing poverty.
- To fulfill the legislative responsibilities inherent in the *Guardianship and Trusteeship Act*.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Directorate		1,175	1,175	1,175	1,175
<p>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.</p>					
Corporate Services		2,492	2,620	2,620	2,620
<p>The Corporate Services Division is accountable for providing financial and human resource services to the department. The division is responsible for coordinating budget development and control and for the provision of information technology services to the organization.</p>					
Policy and Planning		1,088	1,088	1,088	1,088
<p>The Policy and Planning Division is accountable for coordinating policy development, strategic planning and the development of legislation across the department. The division also provides communication services, leads the department's program evaluation initiatives, manages the department's response to Access to Information requests and manages departmental records.</p>					
Poverty Reduction		2,649	3,024	3,024	3,024
<p>The Poverty Reduction division has three main functions – supporting coordination and collaboration, program reform analysis and supporting the governance of non-governmental organizations. The division also provides administrative support to meet the requirements of the Collaboration for Poverty Reduction Act. This support includes serving on the secretariat to the Nunavut Roundtable for Poverty Reduction. The division also is responsible for homelessness initiatives programs. These programs provide support to non-profit organizations operating emergency homeless shelters, and small financial contributions to community organizations undertaking initiatives to address homelessness.</p>					
Guardianship Services		0	564	564	564
<p>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.</p>					
Total, Corporate Management		7,404	8,471	8,471	8,471

Priorities (2016-17)

- Continue the review of the *Social Assistance Act* and *Apprenticeship, Trades and Occupations Certification Act*.
Status: Amendments to the Income Assistance Act are anticipated to receive assent during

the 2017 Winter sitting. Work to review the Apprenticeship, Trades and Occupations Certification Act continues, with certain amendments already having taken place through changes to regulations.

- Begin to develop a Nunavut Action Plan on Absolute Homelessness, based on the Homelessness Strategic Framework.
Status: Implementation of the Framework for Action for Nunavut's Absolute Homeless is underway and will help to inform the development of the Nunavut Action Plan on Absolute Homelessness planned for winter 2017.
- In collaboration with the Nunavut Roundtable for Poverty Reduction, as required under the *Collaboration for Poverty Reduction Act*, continue to coordinate and advance work related to the goals of the *Makimaniq Plan II, A Shared Approach to Poverty Reduction*.
Status: Makimaniq Plan II, A Shared Approach to Poverty Reduction is anticipated to be finalized and approved by March 2017, in collaboration with the Nunavut Roundtable for Poverty Reduction. The department continues to work on the implementation of Income Assistance reform, Inunnguiniq parenting programming and funding support for community-based projects to reduce food security and homelessness.
- Explore options and develop mechanisms to strengthen the governance of local non-governmental organizations and community groups.
Status: Initial research on the barriers faced by not-for profit and community based organizations has been undertaken through the work of the Poverty Reduction Division.
- Advance the implementation of the Information Technology Plan, ensuring effective planning and implementation of IT systems that support the objectives of the department, as well as the needs of staff and client stakeholders.
Status: A Family Services Information Technology Steering Committee was established to guide implementation of the Department's Information Technology Plan. A review of IT staffing requirements and organizational structure is in progress. The department closely liaises with the IT Project Management Office (CGS) for project management support, particularly with regards to planning and development of the Child and Family Services Client Information System and Income Support Delivery System (ISDS). The department has initiated project work on the Child and Family Services Client Information System. The Department continues to deploy the Income Support Delivery System in four communities.
- Implement a funding contribution accountability framework to improve program delivery.
Status: The department has completed revisions to all Departmental Contribution Agreements, and introduced standardized forms and reports to ensure improved accountability and to better assist facility operators in complying with reporting requirements. The department has also implemented a centralized process for service provider contribution agreements to ensure a more effective payment system.

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.

- Finalize the Nunavut Action Plan on Absolute Homelessness and begin implementation.
- 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.
- 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.
- Continue to implement the funding contribution framework and evaluate progress of operators' accountability reporting, service quality, and value for money.
- 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.
- Implement the departmental strategic plan and monitor progress.
- Work collaboratively with GN departments and the Nunavut Housing Corporation to implement the first year objectives in "The Blueprint for Action on Housing".

Priorities (2018-19)

- Continue to 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.
- Continue implementation of the Nunavut Action Plan on Absolute Homelessness.
- Continue to implement Makimaniq Plan II, A Shared Approach to Poverty Reduction.
- Implement the departmental human resources plan.
- Continue implementation of the departmental strategic plan and conduct mid-term evaluation.
- Work collaboratively with GN departments and the Nunavut Housing Corporation to implement the objectives in "The Blueprint for Action on Housing".

Priorities (2019-20)

- Undertake mid-term evaluation of the Makimaniq Plan II, A Shared Approach to Poverty Reduction.
- Evaluate the Nunavut Action Plan on Absolute Homelessness.
- Continue implementation of the departmental human resources plan and undertake a mid-term evaluation of the plan.
- Continue to work collaboratively with GN departments and the Nunavut Housing Corporation to implement the objectives in “The Blueprint for Action on Housing”.

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)	2016-17	2017-18	2018-19	2019-20
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Child and Family Services Headquarters		2,542	2,950	2,950	2,950
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Children and Family Services Headquarters is responsible for interpreting legislation and policy, identifying program gaps, recommending and drafting policy and legislative changes through consultation with other Government of Nunavut departments. It also ensures territorial participation in all programs and services being developed at the national level, and provides training and communications materials for both staff and the general public.

Child Protection Services		17,173	17,646	17,646	17,646
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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 *Child and Family Services Act*.

Guardianship Services	290	0	0	0
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Under the *Guardianship and Trusteeship Act*, individuals appointed to the position of Public Guardian review all guardianship applications prepared for the Nunavut Court of Justice. Guardianship provides legal care and safety for persons who are determined to not be mentally competent. The Public Guardian can also be appointed by the Nunavut Court of Justice to represent a person who has no family members or friends who are willing, suitable, or able to act as guardians.

Adoption Services	296	296	296	296
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Under the *Adoptions Act* 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 *Aboriginal Custom Adoption Recognition Act*.

Adult Support Services	738	738	738	738
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Adult Support Services provides a range of counseling and support services to eligible adults with disabilities.

Family Violence Services	3,624	2,904	2,904	2,904
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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)	34,122	30,893	30,893	30,893
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Residential care is provided both within and outside of Nunavut for those individuals who demonstrate a need for specialized care.

Social Advocacy	420	470	470	470
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This program provides Grants and Contributions that support the Qulliiit Nunavut Status of Women Council, the Nunavummi Disabilities Makinnasuaqtiit Society (NDMS), Rick Hansen Foundation, Women's Initiatives, and Men and Boys programming.

Total, Child and Family Services	59,205	55,897	55,897	55,897
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Priorities (2016-17)

- Finalize the action plan for the Ilagiitsiarniq Family Violence Prevention Strategy and coordinate the implementation of initiatives.
Status: The department has reviewed current and existing documents on family violence prevention. Based on these documents, the department has developed and is implementing initiatives related to: (1) public awareness; (2) strengthening service coordination; (3) expanding programs that address underlying factors that contribute to violence; (4) prioritizing those most at risk; and, (5) monitoring the effectiveness of actions in reducing family violence.

- Consider revisions to the Aboriginal Custom Adoption Act based on the results of the review.
Status: The department has begun work with the Department of Justice to initiate a review.
- Continue implementation of recommendations from the 2014 Auditor General's Follow-up Report on Child, Youth and Family Services in Nunavut.
Status: The department continues to address the recommendations which relate to staff training; compliance with standards; information collection and monitoring; recruitment and retention; and community and parental engagement, and provides twice-yearly detailed updates on progress through its Quality Protects Action Plan.
- Develop an updated residential care work plan based on the results of the residential care needs assessment.
Status: The department continues to work on residential care planning to ensure the department delivers residential care services that meet the needs of Nunavummiut and that wherever possible, Nunavummiut are able to receive treatment and care in-territory.

Priorities (2017-18)

- Continue to work on Family Violence prevention and intervention initiatives, including with a focus on Men and Boys programming initiatives.
- Continue to review and research options for Aboriginal Custom Adoption Recognition legislation. The department will consider proceeding with this legislative initiative in future years.
- Continue implementation of recommendations from the 2014 Auditor General's Follow-up Report on Child, Youth and Family Services in Nunavut.
- Continue planning for residential care services that meet the needs of Nunavummiut.
- Work to support foster parents in Nunavut including working with foster parents to reinstate a Foster Parents Association.
- 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.

Priorities (2018-19)

- Evaluate Men and Boys programming initiatives.
- Conduct an evaluation of training related to parental and community engagement services for prevention/early intervention services such as child welfare and community social services programs.
- Continue to review human resource development and training systems for Child and Family

Services staff.

- Continue to support foster parents in Nunavut including supporting a Foster Parents Association.
- 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.

Priorities (2019-20)

- Evaluate human resources development and training systems for Child and Family Services staff.
- Conduct an evaluation on Department-specific action items related to the Nunavut Suicide Prevention Strategy, including child sexual abuse prevention initiatives and Inunnguiniq parenting programming in collaboration with Corporate Management.

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)	2016-17	2017-18	2018-19	2019-20
Income Assistance Headquarters Office		1,432	1,432	1,432	1,432
<p>The Income Assistance headquarters office is tasked with policy and legislative development, identifying program gaps and developing and maintaining computer systems to capture expenditures and trends for all Income Assistance programs delivered in Nunavut. The division is also responsible for developing and updating publications that explain the various Income Assistance programs available in Nunavut.</p> <p>The division also develops materials to aid in the statutory training of Income Assistance Workers and for the Nunavut Social Assistance Appeal Committee and Board. The office represents Nunavut on a multitude of federal/provincial/territorial working groups to ensure full participation in all programs and services being developed at the national level.</p> <p>Divisional headquarters is also responsible for assisting and completing program audits to ensure that the <i>Social Assistance Act</i>, 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.</p>					
Community Delivery		117	117	117	117
<p>Contribution funding administered by the Qikiqtani regional Income Assistance office is provided to some communities to deliver the social assistance program on behalf of the Government of Nunavut. Hamlet staff hired to deliver the program must adhere to the <i>Social Assistance Act</i> and Regulations, as well as policies and procedures established by the department.</p>					
Administration – Regional		5,135	5,249	5,249	5,249
<p>Three regional Income Assistance offices are responsible for staff that administer and deliver Income Assistance programs.</p>					
Senior Citizen Supplementary Benefit		1,392	1,392	1,392	1,392
<p>Governed by the <i>Senior Citizens Benefit Act</i>, 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.</p>					
Income Support Delivery System		390	390	390	390
<p>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.</p>					

Social Assistance	44,710	44,243	44,243	44,243
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Income Assistance Workers guided by the *Social Assistance Act* and regulations deliver social assistance in all Nunavut communities. This program is means tested and provides various levels of financial support to people age 18 or over, and their dependents, to meet basic needs for food, shelter, utilities and fuel.

Day Care Subsidy	502	502	502	502
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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
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This program provides a subsidy for the high cost of home heating fuel to home owners aged 60 and over. The program is income tested.

Total, Income Assistance	54,156	53,803	53,803	53,803
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Priorities (2016-17)

- Implement reform recommendations resulting from the review of Income Assistance programs.
Status: The department has completed the first phase to reform the Government of Nunavut’s Income Assistance Programs. The department completed community engagement in 25 communities in Nunavut to determine how the social assistance program can better support Nunavummiut. A final report was tabled in the Legislative Assembly in June 2016. Work to implement the reforms has been initiated. As part of the reform, the National Child Benefit Supplement (NCBS) was approved for exemption in the calculation of Income Assistance beginning April 1, 2016.
- Implement the “Getting Ready for Employment and Training” (GREAT) work readiness program in partnership with the Nunavut Arctic College.
Status: The department has delivered the program in partnership with Nunavut Arctic Colleges since September 2015. In 2016-17, the Department delivered the program in 11 communities.
- Develop training and capacity building opportunities that focus on statutory appointment training for Income Assistance workers.
Status: A regional training conference for Income Assistance Workers was held in Cambridge Bay in November 2016. The department has developed an online modular training program for the delivery of online training sessions in regards to Income Assistance delivery, as well as training specific to the use of the Income Support Delivery System (ISDS), the electronic case management system for income assistance delivery. In addition, the Department conducted in-person training for Income Assistance Workers on the use of ISDS in Cape Dorset, Coral Harbour, Sanikiluaq and Nauyasat.

- Review training materials for Income Assistance workers and develop new materials as required.
Status: Updates to the Income Assistance Policy Manual and the Statutory Training Manual for Income Assistance Workers have been completed.
- Ensure the public is aware of any changes to the Income Assistance program that may result from the review.
Status: A comprehensive communications plan was developed for the April 1, 2016 implementation of the Nunavut Child Benefit Supplement exemption for the calculation of Income Assistance Benefits. This plan included: posters for each Income Assistance Office, News Release, Minister and senior management media interviews, website update, and an updated pamphlet and information for circulation. As each reform is implemented a similar communications plan will be developed.
- Continue to work with the Career Development Division to support Income Assistance clients with building training and work readiness capacity with the goal of obtaining employment.
Status: In addition to ongoing work between the Income Assistance and Career Development divisions to implement the G.R.E.A.T. Program, broader work has focused on support to Income Assistance clients in their transition to education and training. For this purpose, a referral protocol has been established for Income Assistance Workers and Career Development Officers. The Department has been in discussion with Nunavut Arctic College to review potential courses benefiting Income Assistance clients in building their capacity and supporting them towards self-reliance.

Priorities (2017-18)

- Continue to implement the reform recommendations from the review and reform process.
- Implement the online modular training program for the delivery of Income Assistance training and Income Support Delivery System training.
- 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.
- 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.

Priorities (2018-19)

- Continue to implement the reform recommendations from the review and reform process.
- Expand training opportunities across the territory using technology such as web-based outreach delivery.

- Implement the evaluation plan for Income Assistance reforms and the impact on client service and promotion of self-reliance.
- Develop and implement an evaluation tool for the online statutory and Income Support Delivery System training.

Priorities (2019-20)

- Develop an evaluation plan to assess the effectiveness of Income Assistance reforms and their impact on client service and promotion of self-reliance.

Career Development

Career Development researches, develops and implements a coordinated plan for career and labour market training programs as well as delivery of Nunavut's post-secondary Financial Assistance for Nunavut Students program. Emphasis is placed on working with partner organizations ranging from the federal government, Inuit organizations, the private sector and non-profits in order to develop more accurate labour market information and to design and deliver labour market interventions that support the development of Nunavut's labour force, particularly Inuit participation in the labour force.

The office is also responsible for developing a coordinated client sponsorship approach for adult training which involves developing, implementing and supporting case management systems intended to support Career Development programs and projects.

Objectives

- To increase the number of Nunavummiut who gain employment in their chosen field through the provision of effective career services.
- To increase the number of Nunavummiut accessing employment based training opportunities, including trades programs.
- To provide financial and other supports (such as career counseling) to those who are not participating in the labour market and support their transition to training and ultimately employment and self-reliance.
- To identify employment barriers and facilitate the referral of individuals to programs that act to remove those barriers.
- To ensure that financial need is not a barrier to post-secondary education by providing financial supports to students enrolled in post-secondary education programs.
- To collect and provide labour market information to ensure that education and training in the territory aligns with the labour market.
- To provide policy direction for program development and related certification of trades apprenticeship in Nunavut.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Career Development HQ		1,226	1,335	1,335	1,335
<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, 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		3,271	3,326	3,326	3,326
<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)		8,303	8,352	8,352	8,352
<p>This program provides direct support for post-secondary students through the offering of grants, loans and bursaries for Nunavut students attending educational institutions. FANS support helps students pay for tuition, books, travel and accommodation. The budget also provides the resources required for staff and operating costs to support the delivery of the FANS program. FANS also offers a grant for students who are disabled.</p>					
Special Professions Program Fund		50	0	0	0
<p>This fund provides funding for the purpose of entering into agreements with southern Canadian post-secondary institutions for specialized programs for which there are limited seats. In these</p>					

instances, spaces may be guaranteed if a Nunavut resident is given acceptance in principle, and the department purchases space(s) in the program.

Adult Learning & Training Supports	5,613	5,250	5,250	5,250
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The Adult Learning & Training Supports Fund provides financial supports through individual client sponsorship for non-post-secondary education and training. The fund is used in various ways to increase labour market attachment.

In addition, Career Development delivers a program called Adult Learning & Training Supports (ALTS). Through this program, clients who are not post-secondary students may receive funding support for employment related training programs. These programs are intended to help individuals undertake education and training that will lead directly to employment or to better employment.

Labour Market Agreement For Persons w/ Disabilities	1,100	1,250	1,250	1,250
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This program contributes towards the funding of programs and services to enhance support for people living with disabilities to enter the labour market. Funding may be distributed to organizations to provide programming and services that will positively impact the lives of disabled Nunavummiut through training and employment. The funds may also be used to gather labour market data of individuals living with disabilities.

Total, Career Development	20,141	20,091	20,091	20,091
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Priorities (2016-17)

- Enhance services and supports to increase the work readiness capacity of income assistance clients.
Status: The Getting Ready for Employment and Training (G.R.E.A.T) program was delivered in 11 communities.
- Initiate an evaluation of current labour market programs including: Employment Assistance Services, Adult Learning and Training Supports, Training-on-the-Job, Nunavut Entrepreneurship Incentive, Getting Ready for Employment and Training, and the Canada-Nunavut Job Grant and evaluate the division’s service delivery to clients.
Status: The GREAT program has undergone an evaluation. A review of the Canada Nunavut Job Grant Program has occurred. Other programs are currently under review.
- Use labour market information on occupational supply and demand, to inform program delivery, identify territory-wide training gaps, and determine whether new programs are required to better serve clients.
Status: Labour Market Information is now available on the department’s website, including a Nunavut In-Demand Career Options information guide and a current statistical snapshot of Nunavut’s labour market. The department partnered with the Nunavut Bureau of

Statistics and the Department of Economic Development and Transportation to conduct a survey of employers in Nunavut in summer 2016.

- Research labour market program design and delivery options for youth and persons with disabilities.
Status: In summer 2016, the department piloted the Summer Employment for Nunavut Students (SENS) program. The design and delivery of this wage subsidy program was based on identified need and targeted private sector employers, Hamlets and non-governmental organizations for the hire of high school and post-secondary students returning to school. In total, 30 students were provided summer work experience under the program.
- Implement recommendations from the Nunavut Apprenticeship review conducted in 2015-2016.
Status: The department received the final report on the review of the Nunavut Apprenticeship program in September 2016. The department recently completed consultations about the report with Nunavut employers and is drafting an implementation plan to guide improvements to the program, Apprenticeship, Trade and Occupations Certification Act, and regulations. Implementation will occur in phases, with Phase 1 set for 2017-18.

Priorities (2017-18)

- Continue community based delivery of GREAT for income assistance clients.
- Enhance labour market programs and client service delivery based on evaluation results.
- Continue to design and develop targeted labour market programming for Nunavut youth, aimed at connecting youth to employment, and for Nunavummiut with disabilities.
- Implement the first phase of improvements to the Nunavut Apprenticeship Program, focusing on strengthening internal processes and improvements to regulations.

Priorities (2018-19)

- Continue to strengthen labour market programming for youth and Nunavummiut with disabilities.
- Continue work with Income Assistance division on integrated client service delivery.
- Complete improvements to the Nunavut Apprenticeship Program, Act, and Regulations.

Priorities (2019-20)

- Evaluate new labour market programming for youth and Nunavummiut with disabilities.

Financial Summary

Branch	2016 - 2017 Main Estimates		2017 - 2018 Main Estimates		2018 - 2019 Planned		2019 - 2020 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	4,946	35.0	5,585	39.0	5,585	39.0	5,585	39.0
Grants & Contributions	1,307		1,582		1,582		1,582	
Other O&M	1,151		1,304		1,304		1,304	
Subtotal	7,404		8,471		8,471		8,471	
Children and Family Services								
Compensation & Benefits	11,475	88.5	12,251	92.5	12,251	92.5	12,251.0	92.5
Grants & Contributions	4,646		3,054		3,054		3,054.0	
Other O&M	43,084		40,592		40,592		40,592.0	
Subtotal	59,205		55,897		55,897		55,897.0	
Income Assistance								
Compensation & Benefits	5,836	48.1	6,222	51.2	6,222	51.2	6,222	51.2
Grants & Contributions	47,414		46,722		46,722		46,722	
Other O&M	906		859		859		859	
Subtotal	54,156		53,803		53,803		53,803	
Career Development								
Compensation & Benefits	5,208	45.0	5,647	46.0	5,647	46.0	5,647	46.0
Grants & Contributions	11,665		11,600		11,600		11,600	
Other O&M	3,268		2,844		2,844		2,844	
Subtotal	20,141		20,091		20,091		20,091	
Total	140,906	216.6	138,262	228.7	138,262	228.7	138,262	228.7

Inuit Employment Plan

Departmental Inuit Employment Targets				
Family Services	As of Sept. 30, 2016		As of March 31, 2018	
	Capacity %		Capacity %	
Total Department Positions	217.6		228.7	
Total Filled Positions	0	73%	175.13	77%
Total Vacancies	59.53	27%	53.57	23%
Total Inuit	93.07	59%	107.13	61%
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	8	80%	10	100%
Total Vacant Senior-Management Positions	2	20%	0	0%
Total Inuit in Senior-Management Positions	1	13%	2	20%
Total Middle-Management Positions	22		23	
Total Filled Middle-Management Positions	19	86%	20	87%
Total Vacant Middle-Management Positions	3	14%	3	13%
Total Inuit in Middle-Management Positions	10	53%	10	50%
Total Professional Positions	92		95	
Total Filled Professional Positions	62	67%	64	67%
Total Vacant Professional Positions	30	33%	31	33%
Total Inuit in Professional Positions	18	29%	19	30%
Total Paraprofessional Positions	66.6		73.7	
Total Filled Paraprofessional Positions	48.57	73%	58.63	80%
Total Vacant Paraprofessional Positions	18.03	27%	15.07	20%
Total Inuit in Paraprofessional Positions	43.57	90%	53.63	91%
Total Administrative Positions	25		25	
Total Filled Administrative Positions	18.5	74%	20.5	82%
Total Vacant Administrative Positions	6.5	26%	4.5	18%
Total Inuit in Administrative Positions	18.5	100%	20.5	100%

Capacity

The Department of Family Services (DFS) continues to focus on initiatives to provide a representative level of Inuit employment within all employment categories across the department. DFS is making steady progress in raising Inuit employment through education and training to support employee skill development and certification of skills.

Inuit Employment Plans

Priorities (2016-17)

The Department of Family Services is committed to providing a representative level of Inuit employment within all employment categories across the department. There are several initiatives that the department has undertaken to raise Inuit employment since its establishment on April 1, 2013. Many of these initiatives focus on aspects of building capacity by increasing our number of positions and developing new positions, which will allow for succession planning into positions such as Community Social Service Workers, to support employee skill development and certification of skills. The Department of Family Services actively participates in the GN Inuit Employment Steering Committee.

The Department of Family Services will have 11.5 new PYs for the 2016-2017 fiscal year. These new positions will be generic positions with shared job descriptions. The generic positions and accompanying job descriptions will allow the department to hold competitions with eligibility lists, allowing for a shortening of the staffing process if there is staff turnover. Out of the 11.5 new PYs, 7 of those positions will be family resource workers; 1.5 PYs will be client liaison officers; and 2 more CSSW positions which are considered professional positions.

Included in the new positions are 7 family resource workers which will enhance the availability of experience in the social services environment, and which will help candidates qualify for higher level of positions such as CSSWs. These are targeted for Inuit only.

The Department of Family Services will assess and build its organizational capacity by advancing recruitment, training and retention programs for staff. In 2016-17, the Department of Family Services will:

- Apply for a Sivuliqtiksat internship for a senior management position.
Status: The Department of Family Services successfully secured an internship position through the Sivuliqtiksat program. Currently, we have one senior manager intern position which began in the fall 2016. As well, the department continues to identify possible management intern positions at the headquarters level.
- Direct appoint Inuit employees in positions backfilled with casual Inuit employees, to increase capacity by recruiting back-filled positions with indeterminate employees.
Status: The department has not undertaken any direct appointments in 2016-2017 and has instead focused on reducing barriers to employment, restricting competitions to Inuit, and ensuring that competitions are completed in a timely manner.
- Review job descriptions to ensure the removal of systemic barriers.
Status: The department has reviewed 82 job descriptions and identified barriers to employment through the review process.
- Continue to work with Nunavut Arctic College to ensure that career path training for various professions within the Department of Family Services aligns with departmental

position qualifications and leads to an increase in the number of qualified beneficiaries occupying Department of Family Services positions.

Status: The department continues to work with Nunavut Arctic College to ensure that career path training for professions within the Department of Family Services align with departmental position qualifications. This year DFS completed a curriculum and program review of the Social Services Worker program. Students from the program are given first priority for placements in our Child and Family Services offices.

- Educate senior managers in the department on Inuit employment planning by inviting Sivumuaqatigiit Division (EIA) to present to Senior Management Committee.

Status: In August 2016, the Department of Family Services invited representatives from Sivumuaqatigiit Division of Executive and Intergovernmental Affairs to present to department senior management about Inuit employment programs and support available to departments.

- Continue to provide summer working opportunities for Inuit students to explore different types of work under Family Services.

Status: In summer 2016, the department hired ten summer students; nine of whom were Inuit.

Priorities (2017-18)

The Department of Family Services will have 11 new positions for 2017-18 fiscal year. Of these new positions, at least 6 are intended to be filled by Inuit. These include 2 Family Resource Worker PYs; 1 Senior Finance Officer PY in the Iqaluit area office; and 6 half-time Income Assistance Worker positions (or 3 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 will continue to implement initiatives that support Inuit, including:

- Identifying more positions for Sivuliqtiksats internships;
- Increasing Inuit summer employment opportunities, including providing practicum and job placements for students in the Social Services Worker program at the Nunavut Arctic College;
- Prioritizing hiring Inuit staff when filling casual positions to provide work experience; and seeking funding for long term hired casuals;
- Providing management training and acting work experience opportunities for Inuit when possible;
- Undertaking competitions restricted to the hiring of Inuit;

Department of Family Services

- Assessing the potential of Internal Transfer Assignments to increase Inuit representation;
- Reviewing existing job descriptions with a goal of reducing systemic barriers to Inuit representation;
- Staffing term positions if there are no successful Inuit applicants, specifically in the middle management and professional level; and,
- Conducting ongoing succession planning with Directors, Managers and Supervisors with a focus on opportunities for Inuit hiring.

Department of
Environment

Business
Plan

2017-2020

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CORE BUSINESS

The Department of Environment (DOE) has the lead responsibility in the Government of Nunavut (GN) for ensuring the protection, promotion and sustainable use of natural resources in Nunavut through the management of the environment, wildlife, fisheries and parks. The department 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 Land Claims Agreement (NLCA).

The Department of Environment takes an integrated approach to sustainable resource management by focusing on wildlife, fisheries and sealing, environmental protection, parks and special places. Careful management of our resources that depends on good quality land, water, and air will ensure healthy communities in Nunavut.

In order to achieve this, the Department of Environment is divided into five lines of business:

	Budget (\$000)			
	2016-17	2017-18	2018-19	2019-20
Corporate Management	5626	5,880	5,880	5,880
Wildlife Management	12,151	12,151	12,151	12,151
Environmental Protection	4138	3,862	3,862	3,862
Fisheries and Sealing	3,735	3,678	3,678	3,678
Parks and Special Places	2,092	2,171	2,171	2,171
TOTAL	27742	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

Department of Environment

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 (CCS) is responsible for implementing *Upagiaqtavut*- the GN's climate change adaptation strategy, the *Pan-Territorial Adaptation Strategy*, and the clean energy-related aspects of *Ikummatiit*- the GN's energy strategy, as they relate to Nunavut's commitments on climate change adaptation and mitigation. The CCS builds public awareness around the impacts of climate change and establishes territory-wide outreach activities. The CCS supports national and international initiatives on climate change and promotes awareness of Inuit Qaujimagatuqangit of climate change and its integration into decision-making in Nunavut.

Objectives

- Provide strategic direction, support, guidance, and financial accountability to departmental operations in the delivery of our programs and services.
- Co-ordinate departmental support of GN-wide priorities.
- Work with other departments to incorporate climate change adaptation into government decision-making.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Directorate		773	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		2,466	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		1,218	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		5,626	5,880	5,880	5,880

Priorities (2016-17)

- Implement revised Inuit Employment Plan for the department.
Status: The department has implemented three initiatives in the revised Inuit Employment Plan. In 2016-2017, the department identified six positions to fill with Inuit, as of September 30, 2016. Four out of six positions have been filled with Inuit and the remaining two positions are currently going through the staffing process. The department also re-profiled one of the trainee positions into a Polar Bear Technician Trainee in Igloolik. One Inuk was hired into the position of Regional Coordinator, Parks, Planning, & Operations through the GN's Sivuliqtiksats Program.
- Continue to develop environmental educational resources, expanding educational kits to include a module that explains the sustainable co-management system developed under the Nunavut Land Claims Agreement.
Status: The Department of Environment has developed a program, however, consultation with the Department of Education is required prior to delivery in schools. The Nunavut Land Claims Agreement module is expected to be completed during 2017-2018.
- Publish series of pamphlets/books outlining harvesting skills and techniques specific to individual Nunavut species.
Status: Books and accompanying videos documenting harvesting skills and techniques for caribou and seal have been completed. They were distributed to conservation officers. The department will continue to develop similar materials for narwhal and polar bear in 2017-2018.
- Investigate options for incorporating Inuit Qaujimagatunangit into environmental decision-making in a more standardized manner.
Status: Some progress has been made in utilizing different types of Inuit Qaujimagatunangit study technique. Ongoing work and increased partnerships with academia is planned in coming years to increase IQ research and more effectively incorporate IQ into environmental management decision-making. We will continue working on this priority.
- Explore options for an enhanced media presence for the department.
Status: The Department of Environment website is now online, the Parks and Special Places website is projected to be online by 2017.
- Encourage and support improved interjurisdictional relationships with neighboring provinces and territories relating to shared environmental issues and wildlife populations.
Status: In the past year we have been more actively engaged with the government of the Northwest Territories on the management of transboundary caribou herds, and similarly have been working closely with the governments of Quebec, Newfoundland and Labrador, Nunatsiavut, as well as Makivik Corporation on the management of shared polar bear populations.
- Review implementation of commitments made by all partners within the Nunavut Climate Change Adaptation Action Plan.

Status: Commitments made in the draft Nunavut Climate Change Adaptation Action Plan by all department and agencies have been reviewed and incorporated into the Climate Change Section's 2016-2020 Business Plan and are currently being implemented.

(NOTE: This priority was transferred from the Environmental Protection Division as of November 2016.)

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.
- Undertake a review of departmental performance management and implement any needed changes.
- Transition the Energy Secretariat (PYs moved from the Department of Economic Development and Transportation) and Climate Change Section into the new Climate Change Secretariat.
- Work with the Government of Canada to establish the *Pan-Canadian Framework on Clean Growth and Climate Change*.
- Expand the delivery of the *Climate Change Adaptation Training Course* to additional users beyond GN departments.
- Undertake a review of departmental performance management and implement any needed changes.

Priorities (2018-19)

- Work with the Government of Canada to implement Nunavut-specific priorities in the *Pan-Canadian Framework on Clean Growth and Climate Change*.
- Evaluate past climate change programs for efficacy and develop recommendations for future programming.
- Identify GN-wide need for improved adaptation and mitigation policies within the GN.

Priorities (2019-2020)

- Work with the Government of Canada to implement Nunavut-specific priorities in the *Pan-Canadian Framework on Clean Growth and Climate Change*.
- Identify potential renewable energy projects to collaborate on with QEC.
- Undertake a review of departmental performance management and implement any needed changes.

Wildlife Management

Wildlife Management has a legislated mandate for the management of terrestrial wildlife species in Nunavut. In addition to the *Wildlife Act*, Wildlife Management is responsible for fulfilling GN responsibilities under a wide range of federal legislation and both national and international agreements and conventions. This includes on-going responsibility for the co-management of wildlife as obligated under the Nunavut Land Claims Agreement.

Objectives

- Provide up-to-date information from various sources, including in-house scientific research and Inuit Qaujimagatuqangit, 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)	2016-17	2017-18	2018-19	2019-20
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Wildlife Operations		6,401	6,401	6,401	6,401
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Wildlife Operations coordinates all wildlife management functions. It covers the delivery of wildlife management responsibilities at the community level through a network of conservation officers to ensure wildlife laws and regulations are followed. This program also serves as the main link to communities on a variety of other programs relating to use of renewable resources.

Wildlife Research		4,734	4,734	4,734	4,734
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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, the NWMB, parks co-management committees as well as national and international management bodies. This section also reviews land use applications, monitors land use impacts and develops recommendations with respect to wildlife and wildlife habitat.

Community Harvesters Assistance

Program (CHAP)		251	251	251	251
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CHAP provides assistance to harvesters and recognized organizations which direct their efforts to enhancing the wise use of the harvestable resources of Nunavut. It supports the principles of renewable resource development.

Hunters and Trappers Organizations 317 **317** 317 317

This program area involves provision of core operating funding to each of Nunavut's 25 community-based HTOs to allow them to play an active role, with the GN, in the local management of renewable resources.

Regional Wildlife Organizations 223 **223** 223 223

This program area involves provision of core operating funding to each of Nunavut's three Regional Wildlife Organizations.

**Wildlife Community Support
And Contributions** 225 **225** 225 225

Wildlife Community Support and Contributions support individuals and organizations involved in the harvesting and management of wildlife in Nunavut. This program covers various contributions to individuals and organizations, including Beverly Qamanirjuaq Caribou Management Board, Canadian Cooperative Wildlife Health Centre, community hunts, disaster compensation, wildlife damage prevention, and wildlife damage compensation.

Total, Wildlife Management **12,151** **12,151** **12,151** **12,151**

Priorities (2016-17)

- Continue to survey the Gulf of Boothia polar bear population to estimate the distribution and abundance.
Status: Second year survey of the Gulf of Boothia polar bear population was completed in the spring of 2016. The department will conduct a third and final year of surveys in Gulf of Boothia in 2017/2018.

- Continue monitoring of Baffin Island Caribou by collaring, health monitoring, and conducting additional surveys as necessary.
Status: Demographic surveys monitoring calf-cow ratios and bull-cow ratios were completed successfully in the spring and fall 2016.

- Develop a "Best Practices" document for industry to minimize the impacts on wildlife from the exploration and development of minerals, oil and gas.
Status: An initial literature review was conducted to provide background information. The department has completed a "Best Practices" document for industry to minimize impacts on wildlife from the exploration and development of minerals, oil, and gas.

- Support and enhance the role of HTOs by enhancing the relationships with co-management partners.
Status: HTOs are participating in all Department of Environment research studies across Nunavut. The Department of Environment staff attended Regional Wildlife Organizations' AGMs, presentations to the Inuit Wildlife Advisory Committee, regular meetings and coordination on wildlife management initiatives with NTI, and attended all Nunavut Wildlife Management Board (NWMB) meetings.

- Complete an Operations Manual for field officers.
Status: The operations manual was issued to field officers in February 2016. It is not yet fully completed, but as a living document, directives and procedures will continue to be added to the document as needed. The operations manual will be near completion by the end of the 2016-2017 fiscal year, but will continue to be built upon, moving forward.
- Develop long-term training plan for field officers.
Status: A draft long-term training plan has been developed. Internal consultations with department stakeholders will be undertaken prior to finalizing the training plan. This is expected to be completed by the end of the 2016-2017 fiscal year.

Priorities (2017-18)

- Complete the final year of the survey for the Gulf of Boothia polar bear populations to estimate distribution and abundance.
- Initiate a three-year survey of the Davis Strait polar bear subpopulation to estimate distribution and abundance.
- Develop and finalize a management plan for the Dolphin and Union caribou subpopulation.
- Submit to NWMB 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.
- Provide a new population estimate and total allowable harvest recommendation for the Western Hudson Bay and Southern Hudson Bay polar bear population to the NWMB based on survey results and community consultations.
- Finalize the Bathurst and Bluenose-East caribou management plan for the Kitikmeot Region in collaboration with our co-management partners.
- Finalize the Baffin Island Caribou Management Plan.

Priorities (2018-19)

- Continue to survey the Davis Strait polar bear subpopulation to estimate distribution and abundance.
- Undertake a population survey of the eastern Kitikmeot caribou herds.
- Develop an electronic enforcement database and reporting system.
- Provide a new population estimate of the Gulf of Boothia polar bear population to the NWMB.
- Undertake a population estimate for the Ahiak caribou herd.

Priorities (2019-2020)

- Provide a new population estimate of the Davis Strait polar bear population to the NWMB.
- Initiate a survey of the Lancaster Sound polar bear subpopulation to estimate distribution and abundance.
- Complete a population survey on the Dolphin and Union caribou herd.

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 three sections: Environmental Compliance, Land Use and Environmental Assessment, and Pollution Prevention. 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)	2016-17	2017-18	2018-19	2019-20
Environmental Operations		1,535	1,511	1,511	1,511

The Environmental Protection Division is sub-divided into four sections: Enforcement, Compliance and Pollution Prevention, Environmental Assessment and Land Use Planning, and Contaminated Sites.

Environmental Operations is responsible for providing overall guidance and direction to the division; ensuring that divisional priorities are consistent with overall GN priorities; and maintaining the department’s environmental protection programs.

Enforcement, Compliance and

Pollution Prevention 777 512 512 512

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 326 339 339 339

This section is responsible for supporting The Department of Environment and the GN in the delivery of obligations under the *Nunavut Land Claims Agreement* for environmental assessment, land use planning and general monitoring.

This section is the first point of contact for Nunavut’s land and resource management boards to access the 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 (NPC) in the development, review, and approval of land use plans and planning policies that guide resource development in the territory, and supports the fulfillment of NLCA Article 12.7.6 obligations for general monitoring. In the delivery of these functions, the section works closely with the interdepartmental Environmental Assessment Review Team and Sustainable Development Advisory Group.

Contaminated Sites 1,500 1,500 1,500 1,500

This section undertakes work relating to contaminated sites, including identification and assessment of environmental liabilities associated with the Government of Nunavut.

Total, Environmental Protection 4,138 3,862 3,862 3,862

Priorities (2016-2017)

- In partnership with EDT, enhance the GNs role in monitoring exploration and development projects.
Status: Environment has signed agreements with mining companies for cooperative monitoring efforts. Environment participates in regular monitoring workshops with proponents to discuss specific environmental aspects of their projects, to review and update as necessary, their ongoing monitoring strategy.
- Review and assess the effectiveness of the Environment Assessment Review Team structure for providing departmental input into the Nunavut Impact Review Board project review process.

Status: The department has assessed the effectiveness of the structure, the review was completed in December 2016.

- Develop in house capacity to provide more detailed input into the Nunavut Water Board review process.

Status: The department will continue to work towards capacity building to fulfil this requirement.

- Review capacity needs for dealing with Nunavut Planning Commission conformity reviews and plan amendments.

Status: The GN has reviewed its capacity needs regarding conformity reviews and planned amendments, and has determined that the existing capacity is sufficient for dealing with reviews and amendments.

- Continue to support the development and implementation of new programs that will educate industry and the public in prevention measures in order to reduce and manage spills of hazardous waste.

Status: An Environmental Compliance Course was created for regulators and the public. It was successfully delivered to the Nunavut Arctic College staff in September 2016. Training courses will continue to be delivered as required.

Priorities (2017-2018)

- Complete any outstanding work required to assign an accurate dollar figure to GN environmental liabilities, and explore options for moving forward.
- Develop a practical guide for managing large volumes of petroleum-hydrocarbon-contaminated materials at remote sites and communities.
- Reassess priorities and continue with the ongoing development of environmental assessment and land use planning related guidelines for industry.
- 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.
- Take a comprehensive and strategic approach to promoting sustainable economic development and environmental stewardship.
- Collaborate with the Wildlife Division to develop a Wildlife Mitigation and Monitoring Plan template for proponents.
- Pending assent of the new *Waste Reduction and Diversion Act*, work towards creating an implementation plan and regulations for waste streams within the territory.
- Complete the Environmental Protection Strategic Plan to assist in the development of strong strategies and objectives for working as an intergovernmental team.

Priorities (2018-2019)

- 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.
- Review and assess planning for Waste Reduction and Diversion Regulations for the implementation strategy.
- Work with Environment Canada to report the Air Quality Health Index within the monitoring station communities.
- Work with industry sectors in Nunavut to develop spill reduction training for their employees.

Priorities (2019-2020)

- 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.
- Review capacity needs for dealing with the implementation of the final Nunavut Land Use Plan by the Nunavut Planning Commission.
- Implement Waste Reduction and Diversion Regulations.
- Update the Environmental Protection Division Strategic Plan.

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)	2016-17	2017-18	2018-19	2019-20
Division Operations		2,053	1,996	1,996	1,996
<p>The Fisheries and Sealing Division operates a number of programs. It acts as an advocate for the industries within Nunavut, Canada, and internationally. It provides advice on business development and investment opportunities; supports human resource development for the fishing, sealing and fur harvesting sectors; and crews and operates Nunavut's research vessel, the <i>RV Nuliajuk</i>. It sustains and builds partnerships with Inuit organizations, federal departments, and other Nunavut interest groups to support research and development in fisheries and sealing.</p>					
Commercial Fisheries Freight Subsidy		190	190	190	190
<p>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.</p>					
Fisheries Diversification Program		525	525	525	525
<p>The Fisheries Diversification & Development Program provides financial assistance to Nunavut's fishing and sealing industries. 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.</p>					
Fur Assessment and Advance Program		805	805	805	805
<p>Fur Assessment and Advance program ensures harvesters are provided with fair and timely compensation by providing a set minimum price for seals, advance payments for long fur species and additional payments to reflect the final price at market, when market prices allow. The program encourages the full use of skins from the traditional harvest that are surplus to household use.</p>					
Nunavut Fisheries and Marine Training Consortium		150	150	150	150
<p>The Nunavut Fisheries and Marine Training Consortium is a major long-term initiative that provides training opportunities for Inuit under the Nunavut Land Claims Agreement, interested in pursuing careers in the fishing industry.</p>					
Fur Institute		12	12	12	12
<p>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.</p>					
Total, Fisheries and Sealing		3,735	3,678	3,678	3,678

Priorities (2016-17)

- Develop healthy sustainable inshore and offshore fisheries through implementation of the 2016 Fisheries Strategy.
Status: The department continues to support fisheries, sealing, and fur sectors through its programs and activities, guided by the knowledge and experience gained to date through the development of the renewed Fisheries Strategy. The department will publish the Nunavut Fisheries Research Agenda in the spring of 2017.
- Complete a draft of the Nunavut Fisheries Research Agenda and other action plans as identified in the 2016 Fisheries Strategy.
Status: The document has been drafted and will be presented for review in the spring of 2017.
- Implement the recommendations from the review of the Commercial Fish Freight Subsidy Program.
Status: The department will conduct a more in-depth assessment once the renewed Fisheries Strategy has been finalized.
- Undertake a review of the Fisheries Development and Diversification Program, to assess effectiveness, program scope and funding levels.
Status: The department will conduct a more in-depth assessment once the renewed Fisheries Strategy has been finalized.
- 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 will be delivered in Gjoa Haven in 2016-17.
- Complete three Nunavut Coastal Resource Inventories to continue to document essential baseline *Inuit Qaujimagatuqangit* data for all Nunavut communities in support of fisheries development.
Status: Resources for the Resolute Bay and Cape Dorset Nunavut Coastal Resource Inventories will be completed by the end of the 2016-17 fiscal year.
- Initiate the development of an updated Nunavut Sealing Strategy.
Status: This item has been carried over to 2017-18 priorities.

Priorities (2017-18)

- Implement recommendations from the review of the Commercial Fish Freight Subsidy Program and the Fisheries Development and Diversification Program.
- Continue to deliver the Nunavut Community Aquatic Monitoring Program in at least one community to build community capacity for fisheries monitoring and data collection.

Department of Environment

- 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.
- Initiate the development of an updated Nunavut Sealing Strategy.

Priorities (2018-19)

- Deliver the Nunavut Community Aquatic Monitoring Program in at least one community to build community capacity for fisheries monitoring and data collection.
- Undertake an in-depth analysis of data collected through Nunavut Coastal Resource Inventories and publish a compiled Nunavut-wide resource inventory report.
- 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.

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 community Nunavut Coastal Resource Inventories with an updated survey to capture changes over time and more in-depth harvest data.
- Host a 2020 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.

Parks and Special Places

The Parks and Special Places Division is responsible for planning, establishment, management, operation and promotion of *Mirnguiqsirviit* – Nunavut’s territorial parks and special places.

Nunavut’s parks and special places are important destinations and attractions for Nunavummiut and our visitors. They showcase our rich natural and cultural heritage locally, regionally, nationally and internationally; strengthen and support local Inuit cultures and communities through promotion and development of land-based activities; and stimulate pursuit of traditional activities.

Parks and Special Places, through the umbrella Inuit Impact and Benefits Agreement (IIBA) for territorial parks and the NLCA, are planned and managed jointly and are founded on sound and comprehensive resource information, *Inuit societal values*, local and scientific knowledge, and current technological and geospatial information.

Objectives

- Protect and conserve the integrity of Nunavut’s natural and cultural heritage, its biodiversity and its significant, unique and valued natural and cultural landscapes and resources.
- Engage the community in conservation and heritage appreciation. Nunavut’s Territorial Parks and Special Places engage residents and visitors, and foster pride, understanding, knowledge, and appreciation of the territory’s diverse and unique natural and cultural heritage.
- Enhance visitor experiences. Nunavut’s Territorial Parks and Special Places promote opportunities for appropriate, safe and accessible recreation and increased public enjoyment consistent with the protection of 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)	2016-17	2017-18	2018-19	2019-20
Program Development		351	364	364	364
Program Development is responsible for the development of a Park and Special Places program and system plan; legislation, regulations and policy development; communications and promotion using the ‘Katjaaqnaq’ brand; advising on park feasibility, planning and management; and coordinating divisional research needs. The line also contributes to conservation and sustainable land management through its roles in land use planning, development review, and community stewardship programs.					
Operations and Planning		1,596	1,662	1,662	1,662
Operations and Planning is responsible for the division's asset and equipment planning, park operations, and visitor services at territorial parks, campgrounds, trails, visitor and interpretive centers and Heritage Rivers.					
Geospatial Information and Land Tenure		145	145	145	145
Geospatial Information and Land Tenure is responsible for the development, implementation, management and operation of the division’s Geographic Information System (GIS); maintaining accurate land tenure and descriptions for parks and special places; management and maintenance of the department’s geospatial database; and provision of geographic information system products and services to the division, the department, other GN departments, and to external clients.					
Total, Parks and Special Places		2,092	2,171	2,171	2,171

Priorities (2016-17)

- Complete mineral assessments/inventories for proposed Aggutinni (Clyde River) Park.
Status: The mineral assessments for the proposed Aggutinni Park have been completed.

Department of Environment

- Develop facility designs and specifications for proposed Napartulik and Aggutinni (Clyde River) Parks.
Status: A review of existing facility designs has been completed. The department will proceed to develop facility designs and specifications for the proposed Napartulik and Aggutinni (Clyde River) Parks.
- Complete new Management plans for Katannilik Park and Sylvia Grinnell Park in keeping with the Territorial Parks IIBA.
Status: Management plans for both parks are on hold until the IIBA Co-Management Committees are established.
- Complete Cultural Landscape Resource Inventory for Katannilik Park.
Status: This priority is on hold until an IIBA Co-Management Committee is established for this park.
- Establish and provide training to co-management committees in Sanikiluaq, Arviat and Kugluktuk
Status: Co-Management Committees are established and trained in Sanikiluaq and Kugluktuk. The department is waiting for appointments to the committee before proceeding in Arviat.
- Acquire and evaluate pilot project for back-country shelters.
Status: Back-country shelters have been acquired for Iqaluit and Kimmirut and are being evaluated.

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.
- Complete master plan and mineral assessment for proposed Arviat park.
- Complete management plan for Kugluk/Bloody Falls Park.
- Establish IIBA Co-Management Committees in Arviat, Iqaluit and Kimmirut.
- Complete master plan and mineral assessment for proposed Sanikiluaq park.

Priorities (2018-19)

- Complete interpretive plans for Iqalugaarjuup Nunanga Territorial Park (Rankin Inlet).
- Establish the IIBA Co-Management Committee for Grise Fiord.
- Complete the master plan for Napartulik Park.

Priorities (2019-2020)

- Commence interpretive plans for Aggutinni Park, Katannilik Park and Sylvia Grinnell Park.
- Provide group shelters for Katannilik Park and Aggutinni Park.
- Commence management planning for Napartulik Park.

Financial Summary

Branch	2016 - 2017		2017 - 2018		2018 - 2019		2019 - 2020	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	4,228	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	5,626		5,880		5,880		5,880	
Program Management								
Compensation & Benefits	12,297	106.5	12,043	106.5	12,043	106.5	12,043.0	106.5
Grants & Contributions	1,963		1,963		1,963		1,963.0	
Other O&M	7,856		7,856		7,856		7,856.0	
Subtotal	22,116		21,862		21,862		21,862.0	
Total	27,742	138.5	27,742	138.5	27,742	138.5	27,742	138.5

Inuit Employment Plan

Departmental Inuit Employment Targets				
Environment	As of Sept. 30, 2016		As of March 31, 2018	
	Capacity %		Capacity %	
Total Department Positions	134.5		138.5	
Total Filled Positions	88.5	66%	96.5	70%
Total Vacancies	46	34%	42	30%
Total Inuit	36	41%	41	42%
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	6		7	
Total Filled Senior-Management Positions	3	50%	5	71%
Total Vacant Senior-Management Positions	3	50%	2	29%
Total Inuit in Senior-Management Positions	0	0%	0	0%
Total Middle-Management Positions	16		16	
Total Filled Middle-Management Positions	12	75%	14	88%
Total Vacant Middle-Management Positions	4	25%	2	13%
Total Inuit in Middle-Management Positions	3	25%	4	29%
Total Professional Positions	29		31	
Total Filled Professional Positions	15	52%	17	55%
Total Vacant Professional Positions	14	48%	14	45%
Total Inuit in Professional Positions	2	13%	3	18%
Total Paraprofessional Positions	70		71	
Total Filled Paraprofessional Positions	49	70%	50	70%
Total Vacant Paraprofessional Positions	21	30%	21	30%
Total Inuit in Paraprofessional Positions	25	51%	26	52%
Total Administrative Positions	11.5		11.5	
Total Filled Administrative Positions	7.5	65%	8.5	74%
Total Vacant Administrative Positions	4	35%	3	26%
Total Inuit in Administrative Positions	5	67%	7	82%

Capacity

As of September 30, 2016, the Department of Environment is operating at 66% capacity, with 46 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

Priorities (2016-17)

In 2016-17, the Department of Environment will be implementing a number of initiatives to work towards increasing our Inuit representation to at least 39% by March 31, 2017. The department has several trainee positions and are considering how to use them most effectively.

Status: As of September 30, 2016, the Department of Environment had 41% Inuit representation in our workforce i.e. 2% over the Department's Inuit representation target for the current year (41%). Of 88.5 filled positions, 36 are filled by beneficiaries. Inuit representation is highest in administrative support positions (67%), followed by paraprofessional positions at 51%.

- The department is looking to re-profile one of the trainee positions into a Polar Bear Technician Trainee in Igloolik.

Status: The re-profile was completed in August 2016. The Department of Environment is working with the Department of Finance to fill the position through restricted competition.

- The department will work with the GN's Sivuliqtiksat Program to access internships in its territorial parks management positions.

Status: One Inuk was hired as an intern into the position of Regional Coordinator, Parks, Planning & Operation through the GN's Sivuliqtiksat Program. The intern employee has started his 3-year internship.

March 31, 2017 Inuit Employment Target Positions – 6

- The Department of Environment has filled 67% of the target positions (4 out of 6) with beneficiaries. This includes one senior management position.

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.
- The department will continue to work with the GN's Sivuliqtiksat Program to access internships in its territorial parks management positions
- As a result of the Territorial Parks Umbrella Inuit Impact Benefit Agreement (IIBA), the Parks and Special Places Division has a number of obligations relating to developing hiring criteria that gives special considerations to hiring Inuit for Parks-related positions and to providing training. These benefits are over and above other benefits already provided by the GN. All Parks job descriptions have been rewritten, reevaluated and include new language in keeping with the IIBA. Hiring for all Parks positions also includes representation from the Regional Inuit Associations and/or NTI on selection panels. The department will continue to work with stakeholders in 2017-18 to staff positions created specifically for Territorial Parks to be filled with beneficiaries.

**Department of
Community
and Government
Services**

**Business
Plan**

2017-2020

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CORE BUSINESS

The Department of Community and Government Services focuses on the following five core lines of business:

	Budget (\$000)			
	2016-17	2017-18	2018-19	2019-20
Advisory and Administrative Services	12,078	12,353	12,353	12,221
Local Government	24,600	25,360	23,984	23,984
Municipal Transfer Payments	60,805	60,999	61,202	61,202
Informatics Planning Services	33,797	33,797	33,797	33,797
Infrastructure	107,863	108,790	108,790	108,922
Petroleum Products *	-	-	-	-
TOTAL	239,143	241,299	240,126	240,126

Advisory and Administrative Services

Advisory and Administrative Services provides information and support to the Minister's office, policy & communications, human resource management, and finance and administration services for headquarters and regional operations. Advisory and Administrative Services also provides government-wide procurement services and corresponding logistics supports.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
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		853	853	853	853
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		507	507	507	507
Provides consumer protection services, lottery and business licensing to residents across Nunavut.					
Financial Services		4,257	4,400	4,400	4,400
Provides financial management advisory services, external and internal reporting, accounting and administrative services for the department.					

Department of Community and Government Services

Human Resources	920	920	920	920
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Provides human resources services for the department.

Procurement, Contract Support, and Logistics Services	4,790	4,922	4,922	4,790
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Provides centralized purchasing services for all government departments' goods, services and logistical requirements.

Total, Advisory and Administrative Services	12,078	12,353	12,353	12,221
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Priorities (2016-17)

- Develop and implement a consumer affairs public education campaign.
Status: The department has developed information sheets and brochures in all official languages, with plans to distribute to Nunavut communities.
- Strengthen departmental internal controls through process improvement and training.
Status: Departmental regional and headquarters staff received training on procurement methods, and financial processes and authorities in May/June 2016. Additional procurement training was delivered to GN departments in June and September 2016.
- Implement a financial management transformation program to improve financial reporting and operational support to program areas in the department.
Status: Departmental regional and headquarters staff received training on financial processes and authorities in May/June 2016. Plans are in place for additional training in these areas.
- Optimize the procurement function, through gradual migration of regional infrastructure procurement to a centralized procurement function in the department.
Status: The department has begun the reallocation of some of the more technical aspects of the regional infrastructure procurement to the HQ procurement team, in order to allow regional staff to focus on the logistical and needs assessment aspects of the procurement function.

Priorities (2017-18)

- Distribution of consumer affairs public education material.
- Research procurement methods used in other jurisdictions in efforts to ensure an efficient and effective procurement framework.
- Continue to strengthen services provided through a continual improvement process framework and corresponding training and support.

Priorities (2018-19)

- 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 potential of 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 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)	2016-17	2017-18	2018-19	2019-20
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	1,100	1,100	1,100
Supports community based capacity development in program management and delivery, self-monitoring and self-evaluation through training and development initiatives.					
Community Planning and Lands		4,787	4,079	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		248	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	100	100	100
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	45,601	45,601	45,601
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	4,221	4,415	4,618	4,618
Ensures fair compensation to tax-based municipal governments for municipal services provided to the GN.				
Community Transfer Initiative	452	452	452	452
Funds the transfer of responsibilities, functions and resources from various GN departments to municipalities.				
Mobile Equipment Block Funding	2,513	2,513	2,513	2,513
Provides annual core funding to assist communities in mobile equipment lifecycle planning, procurement and maintenance. This program provides communities with annual funding so that communities can determine the equipment required and maintained to a high standard.				
Sport and Recreation Administration	2,137	3,535	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	2,626	2,626	2,626
Responsible for emergency preparedness plans and provides assistance to Nunavut communities in creating their own plans.				
Search and Rescue	800	800	800	800
Serves to enhance community-based search and rescue (SAR) capability and preparedness across Nunavut. The program provides SAR Training to Search and Rescue Organizations (SARO) and assists with certain SARO Equipment and communication systems.				
Community Infrastructure	1,388	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	85,405	86,359	85,186	85,186

Priorities (2016-17)

- Continue to implement strategies to address upgrades to core municipal infrastructure (water, wastewater, and solid waste) to ensure compliance with environmental regulations and municipal water licenses.
Status: Wastewater research projects have been completed (led by Dalhousie University). The findings of this research will be shared with regulators, stakeholders, communities across Nunavut and northern Canada to develop options for Nunavut specific wastewater regulations and standards.
- Ensure implementation of land plebiscite results in each community.
Status: The results of the land plebiscite are being implemented; no changes were required since there were no “yes” votes in the municipalities.

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.
- 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.
- Work with communities to address issues on land development and accessibility of land for residential and commercial buildings.

- Work collaboratively with GN departments and the Nunavut Housing Corporation to implement the first year objectives in “The Blueprint for Action on Housing”.

Priorities (2018-19)

- Propose to the appropriate governing bodies, evidence based federal wastewater regulations and standards that reflect current research and Nunavut specific issues.
- Develop options for improving the integration of community and government capital needs in the GN’s capital planning framework.
- Develop a territorial framework on sport, recreation, and physical activity which defines priorities, linkages, objectives, and responsibilities.
- Work collaboratively with GN departments and the Nunavut Housing Corporation to implement the objectives in “The Blueprint for Action on Housing”.

Priorities (2019-20)

- Establish Nunavut-specific regulations for water licences and infrastructure project designs.
- Implement identified options for improving the integration of community and government capital needs in the GN’s capital planning framework.
- Implement territorial framework for sport, recreation, and physical activity.
- Review and evaluate hosting and funding options for the 2026 Arctic Winter Games in Nunavut.
- Continue to work collaboratively with GN departments and the Nunavut Housing Corporation to implement the objectives in “The Blueprint for Action on Housing”.

Informatics Planning Services

The Informatics Planning Services is responsible for government-wide information and communications technology.

The division provides Government of Nunavut departments with a centralized and shared source of planning, development, procurement, operations and support for the computer hardware and software application systems needed to collect, process, and retrieve information. IPS accomplishes this through a network of satellite communication systems, computer servers, applications software and user workstations, coordinated through a shared Helpdesk support system.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Telecommunications (Voice and Video)		13,194	13,194	13,194	13,194
Provides the Government of Nunavut with telephone communication services including installation, maintenance, support and administration of telephone, video conferencing services, including Telehealth, Community Services Network, and the Satellite Network that supports the Core Business Network of the GN.					
Information Planning Services		19,695	19,695	19,695	19,695
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					
Records Management		643	643	643	643
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, Informatics Planning Services	33,797	33,797	33,797	33,797
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Priorities (2016-17)

- Implement the strategic telecommunications plan to address emerging technologies.
Status: The IT Strategy is in the final stages and the first draft of the IT Strategic Action Plan will be completed before the end of the fiscal year
- Implement the informatics disaster recovery and business continuity strategy.
Status: The first phase of the disaster recovery strategy is being implemented as part of the virtualization initiative. The 2nd phase of the strategy will be architected with the addition of a second server room in Iqaluit that will provide full redundancy.
- Examine funding sources and collaboration models in conjunction with developing strategic partnerships for major investments towards territorial network connectivity upgrades.
Status: The GN has partnered with the Government of Newfoundland and Nunavik for a fibre feasibility study and is currently working with CanNor for funding opportunities to explore feasibility studies on territorial connectivity.

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.
- Commence the development of the GN’s IT Disaster Recovery (DR) and Business Continuity Plans (BCP).
- 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.
- Initiate a review to develop options for electronic archival of records.

Priorities (2018-19)

- Installation of innovative solutions for Information and Communications Technology (ICT) & Information Management (IM) infrastructure upgrades across all GN based community facilities.
- Develop the final architecture and related designs pertaining to major investments in territorial network connectivity upgrades and commencement of the initial phases for implementation of the new territorial network connectivity infrastructures upgrades.

- Test the GN's IT Disaster Recovery (DR) and Business Continuity Plans (BCP) in conjunction with Information and Communications Technologies Governance Business Management (IGBM) partners through a mock simulation of a major disaster.

Priorities (2019-20)

- Implement network transitions to service delivery process upgrades to support innovative solutions for Information and Communications Technology (ICT) & Information Management (IM) infrastructure upgrades across all GN based community facilities.
- Continue implementation of the new territorial network connectivity infrastructure upgrades according to designated community project schedules.
- Implement transitions to link all revised disaster recovery infrastructures and facilities with production network services to meet IT service continuity requirements of Information and Communications Technologies Governance Business Management (IGBM) partners.

Infrastructure

The Infrastructure Branch includes the three (3) Regional Infrastructure Offices, which are responsible for delivery of capital projects in the communities, as well as, facilities management of the existing GN portfolio of assets. Regional Infrastructure Offices are supported by the following HQ Infrastructure Divisions: Capital Projects Division, Technical Services Division, Safety Services and Asset Management Division.

Capital Projects Division plays a key leadership role in establishing infrastructure priorities, initiating projects and leading the planning phase of all major capital projects. Working with Client Departments and Regional Infrastructure Offices from project initiation to project close-out, the primary role of this division is to provide high value solutions to achieve high performance projects delivered on schedule and on budget. The Capital Projects division is also responsible for organizing and delivering training to regional project management staff.

Technical Services Division provides engineering solutions for client departments in relation to both new capital projects and existing assets. The key strategic objectives are to provide technical oversight, including design reviews and inspections, throughout the design and construction phases. This division also provides technical assessments on existing building and oversees the energy management program.

The Asset Management Division is responsible for the administration of the government's office and warehouse space requirements, as well as, delivery of facilities management services for all GN assets located in Iqaluit. This division provides support to Regional Infrastructure Offices in the delivery of facilities management services of GN assets located in the regional communities.

The Infrastructure branch is also responsible for the new Chief Building Official's Office, the Office of the Fire Marshal and building technical standards/safety inspections. These services

include review of building plans and inspection of facilities to ensure they comply with various building codes, fire safety and mechanical/electrical codes. Inspection Services are provided to the public and private sector.

The Fire Marshal's Office is responsible for the implementation of the Fire Prevention Strategy. Training opportunities are provided to volunteers, who in turn provide emergency and firefighting services throughout Nunavut.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
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		34,336	33,875	33,875	34,193
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		5,775	5,775	5,775	5,775
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	16,603	16,603	16,603
Manages GN office space, administers leases and is responsible for disposal of real property assets.					
Utilities Management		41,264	41,781	41,781	41,781
Administration of utilities for government facilities. Promotes conservation of non-renewable resources.					

Fire Marshal's Office	1,263	1,263	1,263	1,263
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	2,289	3,160	3,160	2,974
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	107,863	108,790	108,790	108,922

Priorities (2016-17)

- Support the implementation of departmental emergency plans for evacuation of buildings, for all GN departments.
Status: The department's Asset Management Division and Safety Services Division have supported this priority by assisting in developing and posting fire evacuation plans displayed in GN facilities and easily visible to occupants.
- Further refine the Government of Nunavut's capital planning process to identify long-term strategic priorities for infrastructure investment.
Status: The department has begun development of draft improvement measures based on initial feedback from departments and review of a cross-jurisdictional scan of capital planning processes across Canada. The primary focus of the improvement measures will focus on the pre-planning and planning phases of capital planning.
- 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.
Status: The department has examined alternate project delivery approaches as a benchmark against our traditional design-bid-build process. A design-build process was recently undertaken for the new high school in Cape Dorset. Although early in the project, there has been some early success indicators relative to cost and schedule that will be measured against other projects once completed.

Priorities (2017-18)

- Continue to explore alternative and innovative project delivery mechanisms.
- Implement an updated hazard risk assessment program in all communities.
- 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.

- Work collaboratively with GN Departments and the Nunavut Housing Corporation in meeting the first year goals of “The Blueprint for Action on Housing”.

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.
- Continue to 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.
- Continue to work collaboratively with GN Departments and the Nunavut Housing Corporation in meeting the goals of “The Blueprint for Action on Housing”.

Priorities (2019-20)

- Continue to 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.
- Continue to work collaboratively with GN Departments and the Nunavut Housing Corporation in meeting goals of “The Blueprint for Action on Housing”.

Petroleum Products Division

Petroleum Products Division 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 (2016-17)

- Continue preparatory work to ensure effective implementation of the Point of Sales System software.

***Status:** The Point of Sales System has been implemented throughout the Kivalliq region, with plans for implementation in the Kitikmeot and Baffin regions before yearend.*

- Implement a two-year phased in approach for the new Point of Sales System.
Status: PPD has successfully completed phase one and is now working on phase two which is territory-wide implementation.

Priorities (2017-18)

- Continue implementation, and training of staff and contractors, on the new Point of Sale Systems.
- Begin a review of current credit and collection process to identify opportunities for improvement.

Priorities (2018-19)

- Review and develop a strategic plan for addressing maintenance of community tank farm assets to better respond to and reduce maintenance issues.
- Initiate development of a new information management system.
- Continue to identify opportunities to improve the credit and collection process, and implement changes identified.

Priorities (2019-20)

- Assess feasibility of replacing or upgrading back-office accounting, reporting, and billing software.
- Evaluate the credit application process and relational documents to ensure compliance with existing standards.
- Continue to identify opportunities to improve the credit and collection process, and implement changes identified.

Financial Summary

Branch	2016 - 2017		2017 - 2018		2018 - 2019		2019-2020	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	7,818	65.0	8,076	67.0	8,076	67.0	7,949	66.0
Grants & Contributions	-		-		-		-	
Other O&M	4,260		4,277		4,277		4,272	
Subtotal	12,078		12,353		12,353		12,221	
Local Government								
Compensation & Benefits	11,147	87.0	11,147	87.0	11,147	87.0	11,147	87.0
Grants & Contributions	67,977		68,241		68,444		68,444	
Other O&M	6,281		6,971		5,595		5,595	
Subtotal	85,405		86,359		85,186		85,186	
Informatics Planning Services								
Compensation & Benefits	9,690	79.0	9,690	79.0	9,690	79.0	9,690	79.0
Grants & Contributions	265		265		265		265	
Other O&M	23,842		23,842		23,842		23,842	
Subtotal	33,797		33,797		33,797		33,797	
Infrastructure								
Compensation & Benefits	18,671	150.0	19,476	156.0	19,476	156.0	19,345	155.0
Grants & Contributions	1,795		1,795		1,795		1,795	
Other O&M	87,397		87,519		87,519		87,782	
Subtotal	107,863		108,790		108,790		108,922	
Petroleum Products Division								
Compensation & Benefits	-	30.0	-	30.0	-	30.0	-	30.0
Grants & Contributions	-		-		-		-	
Other O&M	-		-		-		-	
Subtotal	-		-		-		-	
Total	239,143	411.0	241,299	419.0	240,126	419.0	240,126	417.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Community and Government Services	As of Sept. 30, 2016		As of March 31, 2018	
	Capacity %		Capacity %	
Total Department Positions	411		419	
Total Filled Positions	265	64%	300	72%
Total Vacancies	146	36%	119	28%
Total Inuit	113	43%	129	43%
Total Executive Positions	4		4	
Total Filled Executive Positions	4	100%	4	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	0	0%	0	0%
Total Senior-Management Positions	20		20	
Total Filled Senior-Management Positions	19	95%	19	95%
Total Vacant Senior-Management Positions	1	5%	1	5%
Total Inuit in Senior-Management Positions	3	16%	2	11%
Total Middle-Management Positions	57		57	
Total Filled Middle-Management Positions	40	70%	46	81%
Total Vacant Middle-Management Positions	17	30%	11	19%
Total Inuit in Middle-Management Positions	10	25%	13	28%
Total Professional Positions	112		112	
Total Filled Professional Positions	58	52%	75	67%
Total Vacant Professional Positions	54	48%	37	33%
Total Inuit in Professional Positions	13	22%	14	19%
Total Paraprofessional Positions	163		171	
Total Filled Paraprofessional Positions	107	66%	113	66%
Total Vacant Paraprofessional Positions	56	34%	58	34%
Total Inuit in Paraprofessional Positions	55	51%	62	55%
Total Administrative Positions	55		55	
Total Filled Administrative Positions	37	67%	43	78%
Total Vacant Administrative Positions	18	33%	12	22%
Total Inuit in Administrative Positions	32	86%	38	88%

Capacity

The recent organization restructuring undertaken by the Department of Community and Government Services is in direct response to the need to address the issue of human resource capacity within the department.

In a department such as CGS, with so many varied areas of technical expertise, it is essential that the organization has a sufficient number of qualified people in the right place at the right time to

achieve its objectives. A lack of capacity has a direct impact on an organization's ability to deliver programs and services and perform certain tasks. This would be to the detriment of CGS's client departments and the public throughout Nunavut communities.

Inuit Employment Plans

Priorities 2016-17

The Department of Community and Government Services is committed to increasing Inuit employment up to 50% by March 31, 2017. Overall, the department will have 31 new positions for a total of 399.

The following departmental initiatives will support CGS's implementation of our Inuit employment plan for 2016-17:

- 34 (56% Inuit) Trades/Project CGS Workers will be certified in Confined Space/Fall Arrest.
Status: 15 Inuit employees completed the Confined Space/Fall Arrest training in Rankin Inlet in January 2016.
- Complete Sivuliqtiksat Internship for Records Analyst by end of January 2016.
Status: This was not completed as CGS is discussing the possibility of an internal internship program for this position. CGS has had one Sivuliqtiksat intern graduate in 2016-17 and there are 2 current Sivuliqtiksat interns in different fields.
- Hire Settlement Maintenance Supervisors and Settlement Maintainers using Priority Hiring Policy for nine positions.
Status: Currently, there are 17 Inuit (65%) in our maintenance positions while 11 positions remain vacant. More of the vacant Settlement Maintainer positions will be advertised for competition by March 31, 2017 as restricted competitions for Inuit only with appropriate certifications as requirements.
- Continue to use salaried position to be CGS internal Trainee/Intern such as Land Administrators/Land Inspectors/Training Development Officers.
Status: Due to staffing capacity challenges, no new internships moved forward in 2016-17.

March 31, 2017 Inuit Employment Target Positions – 39

The Department of Community and Government Services has not filled any of the 39 positions to date. However, the department is committed to activating all 39 new positions during the 16/17 fiscal year, initiating staffing strategies to fill positions with qualified beneficiaries through new hires, and succession planning from within.

Through a combination of succession planning, career coaching, internal internships and identifying high potential candidates, CGS is building individualized plans aimed at expanding Inuit employment in the department.

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. If proper succession planning is successfully completed, more Inuit can move into professional, management and executive positions. Proper succession planning will take time then 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.
- CGS will continue using Restricted Competitions for vacant positions where applicable.
- 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.
- CGS will encourage and support employees enrolled in the Hivuliqtikhanut Leadership Program.

**Department of
Economic Development
and Transportation**

**Business
Plan**

2017-2020

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CORE BUSINESS

The scope of responsibility for the department includes local, regional and territorial developmental activities in support of key sectors of Nunavut's economy. The department must ensure access and mobility for people, goods and services for all Nunavummiut in all communities.

The department works in collaboration with other departments and public agencies to fulfill these responsibilities, and uses a cooperative and partnership approach when acting on departmental initiatives. The department is committed to developmental activities that are sustainable and support traditional livelihoods. The department concentrates on seven lines of core business:

	Budget (\$000)			
	2016-17	2017-18	2018-19	2019-20
Corporate Management	11,329	21,283	18,783	18,783
Tourism and Cultural Industries	7,884	7,666	7,666	7,666
Minerals and Petroleum Resources	2,967	2,967	2,967	2,967
Community Operations	16,808	11,117	11,117	11,117
Motor Vehicles	2,124	2,124	2,124	2,124
Nunavut Airports	15,704	15,704	15,704	15,704
Iqaluit International Airport	9,079	10,634	10,634	10,634
TOTAL	68,340	71,495	68,995	68,995

Corporate Management

Corporate Management provides central leadership and direction to the department. This program area monitors progress in the department on key government priorities, including implementation of *Sivumut Abluqta: Stepping Forward Together 2014-2018*, Inuit societal values and the Inuit Employment Plan. Corporate Management provides:

- Information and support to the Minister's office;
- Policy 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 economic development and transportation issues that affect Nunavut, and on the attainment of the Government of Nunavut's *Sivumut Abluqta* priorities.
- To harmonize departmental strategies, programs and projects with Government of Nunavut-wide strategies and objectives.
- To gather the information and undertake the research required to make informed policy decisions.
- To collaborate with organizations and other levels of government and agencies working on economic development and transportation in Nunavut.
- 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 ensure implementation of the *NNI Policy* across the Government of Nunavut, and support the operations of the bodies created by the *NNI Policy*.
- To coordinate GN participation in resource development, planning activities and initiatives to improve the regulatory system for land management.
- In cooperation with other departments, to oversee the work of the GN membership of the Nunavut General Monitoring Steering Committee with INAC, NPC and NTI.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Directorate		1,583	1,583	1,583	1,583
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>Sivumut Abluqta: Stepping Forward Together</i> , Inuit societal values and other Government of Nunavut strategies.					
Finance and Administration		2,461	2,461	2,461	2,461
The Finance and Administration division oversees financial planning, training and development, administrative management, financial management and human resource management for the department.					
Policy, Planning & Communications		1,016	1,016	1,016	1,016
Policy, Planning, and Communications division undertakes policy development and provides planning, support, advice, and effective internal and external communications for the department.					

Transportation Policy and Planning

- **945** 945 945

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

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 Nangminiqaqtunik Ikajuuti (NNI) Secretariat

684 **684** 684 684

The NNI Secretariat is responsible for the facilitation, coordination and implementation of the NNI Policy and is the chief advocate for this policy in the Government of Nunavut. The NNI Policy is mandated by Article 24 of the Nunavut Land Claims 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 **477** 477 477

Strategic Development provides input and strategic direction for the department's interests in the 15836 operations of 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

- **3,433** 3,433 3,433

The Strategic Investments Program supports the implementation of the economic development priorities identified in *Sivumut Abluqta: Stepping Forward Together*, and the *Nunavut Economic Development Strategy*. The program contributes to business expansion and supports economic development projects sponsored by municipalities and non-governmental organizations.

Responsible Development

425 **425** 425 425

The Responsible Development section is responsible for coordinating the GN's participation in processes mandated by the *Nunavut Land Claims Agreement* for environmental assessment, land use planning and general monitoring. The section provides for an effective liaison between the Institutions of Public Governments, Inuit Organizations, GN and federal departments and stakeholders in resource development planning and regulatory activities.

Nunavut Economic Developers Association

225 **225** 225 225

The Nunavut Economic Developers Association provides organizational support, information and advice to the community economic development officers in each of Nunavut's municipalities. The Nunavut Economic Developers Association also coordinates training and certification for community economic development officers.

Community Economic Development

Officer Training 50 **50** 50 50

The Community Economic Development Officer Training program ensures municipal community economic development officers can acquire the appropriate skills they need to identify and support economic growth opportunities in their communities. The program, 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

This program supports innovation in food storage technology, the construction of facilities for storage and distribution of traditional food, community markets, training, upgrades to existing food storage facilities to permit basic food processing, and the distribution of country food within the community by place-based organizations.

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 11,329 **21,283** 18,783 18,783

Priorities (2016-17)

- Monitor established activities to support community economic development initiatives that build on and add value to identified areas of potential, including arts and tourism, to support

local employment opportunities in Nunavut.

Status: Implementation of the Community Tourism and Cultural Industries, as well as the revised Strategic Investments Program and Country Food Distribution Program is being monitored to determine whether community economic development objectives are being met.

- Coordinate activities to promote economic growth through responsible development across all sectors and continue to promote a regulatory regime that will attract responsible resource developers.

Status: The department continues to work with regulatory agencies, community, and industries that have interest in investing in Nunavut and Nunavummiut.

- Work with partners and stakeholders to carry out a Strategic Environmental Assessment to address petroleum exploration and development in Baffin Bay and Davis Strait.

Status: The department continues working with Government of Canada and Inuit organizations reviewing the Strategic Environmental Assessment process.

- Coordinate and monitor the Nunavut-wide implementation of the new NNI Policy.

Status: Implementation of the new policy will begin April 1, 2017; in anticipation of this, community based workshops have been completed in all regions.

- Develop a plain language guide to support the new NNI Policy.

Status: A draft Plain Language Policy has been produced, and is being refined with input from GN departments and NTI.

- Working through the Nunavut Economic Forum, the department will coordinate the development of a comprehensive implementation plan to successfully follow through on the Nunavut Economic Development Strategy II.

Status: A series of community consultations began in fall 2016 with the aim of ensuring that community perspectives and priorities are fully integrated in the Strategy.

- Host the Northern Development Ministers Forum in September 2016.

Status: The department successfully hosted the Northern Development Ministers Forum between September 11 and 13, 2016 in Iqaluit.

- Complete planning work for remediation and removal of decommissioned airport buildings in Qikiqtarjuaq, Coral Harbour, Nanisivik, Sanikiluaq and Resolute Bay.

Status: A cost estimate has been determined for the work required at Sanikiluaq. Cost estimates have not been established for Qikiqtarjuaq, Coral Harbour, Nanisivik, or Resolute Bay.

- Complete the agreement between the Department of Defense and the GN for improvements to the road between Arctic Bay and Nanisivik.

Status: A road condition study was completed, following up on a design for road upgrades undertaken in 2015. A contribution agreement based on the substantive cost estimate provided in the report was signed with the Department of National Defence.

- Begin upgrading work on the Taloyoak air terminal building.
Status: The project has been approved. The concrete slab has been prepared. Completion is due in construction year 2017.
- Begin construction of the new Kivalliq Regional Visitors Center, as per Capital Plan.
Status: Construction has begun. Completion is due in construction year 2017.
- Conduct studies which will determine the improvements required in order to initiate the re-design of the instrument approach procedures at several Nunavut airports.
Status: In May 2016, NAV Canada indicated that it will assume responsibility for the approach designs submitted for airports in Kimmirut, Pangnirtung and Qikiqtarjuaq.
- Evaluate the effectiveness of the new Community Transportation Initiatives program.
Status: Data is being collected from each community pertaining to the work accomplished in 2016. The report is anticipated to be tabled in the Legislative Assembly's 2017 Winter Sitting.
- Review the capacity of the Transportation Policy and Planning division to determine the optimal staffing required, ensuring that proper oversight is given to the department's operations in Gjoa Haven and Rankin Inlet.
Status: This task was completed December 2016.

Priorities (2017-18)

- Study the GN's strategic approach for reviewing Nunavut's ongoing responsible development projects to ensure impacts and benefits are balanced.
- Continue to increase opportunity to strategically promote GN priorities through the environmental assessment process, by engaging early and ongoing communications with proponents, Inuit Organizations, and communities.
- Review the GN's Environmental Assessment responsibilities.
- Continue working with partners and stakeholders on the Strategic Environmental Assessment to address petroleum exploration and development in Baffin Bay and Davis Strait.
- 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.
- Continue with community workshops, public presentations on the new NNI Policy with the goal of covering all communities.
- Undertake random monitoring and audits of GN contracted projects to ensure proper implementation of the new NNI Policy throughout the contract.

- Work with NTI to ensure the NNI Policy is being implemented in accordance with the Policy's Article 24 objectives.
- Manage one-time Community Transportation Initiatives Program increase.
- Monitor and evaluate the progress of the Taloyoak air terminal building construction phase.
- Monitor and evaluate the progress of the Kivalliq Regional Visitors Center construction phase.
- Observe and evaluate progress on Department of National Defence funded improvements to the Arctic Bay to Nanisivik road.
- Identify funding opportunities available through the New Building Canada Fund and the Airport Capital Assistance Program.
- Complete planning work for remediation and removal of decommissioned airport buildings in Qikiqtarjuaq, Coral Harbour, Nanisivik, Sanikiluaq, and Resolute Bay.
- Work collaboratively with GN departments and the Nunavut Housing Corporation to implement the first year objectives in "The Blueprint for Action on Housing".
- 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.

Priorities (2018-19)

- Prepare for and host the 2018 Energy Mines and Ministers' Conference.
- Continue working with partners and stakeholders on the Strategic Environmental Assessment to address petroleum exploration and development in Baffin Bay and Davis Strait.
- Conduct a review of the Community Transportation Initiatives Program.
- Implement any outstanding remediation plans required for the disposal of old airport facilities.
- Work collaboratively with GN departments and the Nunavut Housing Corporation to implement objectives in "The Blueprint for Action on Housing".

Priorities (2019-20)

- 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.
- Conduct a review of the 20 year infrastructure needs assessment for Nunavut airports.
- Monitor and evaluate the progress of the Iqaluit marine infrastructure project.
- Continue to work collaboratively with GN departments and the Nunavut Housing Corporation to implement the objectives in “The Blueprint for Action on Housing”.

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.

The division also manages the implementation of the Tourism Development strategy as well as developing and implementing the new Cultural Industries Strategy.

Objectives

- To guide tourism development through continued collaboration between government and stakeholders.
- To develop and coordinate initiatives and programs to support Nunavut’s cultural industries.
- To provide quality advice and support concerning tourism and cultural industries.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
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Division Operations		3,208	3,428	3,428	3,428
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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	400		550	550	550
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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		1,101	1,361	1,361	1,361
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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.

Arts Development Program - 395 395 395

The Arts Development program supports the development of all art forms in Nunavut through the implementation of *Sanaugait: A Strategy for Growth in Nunavut's Arts and Crafts Sector* and the successor Cultural Industries strategy.

Nunavut Tourism 1,625 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 & Cultural Industries Program 1,550 932 932 932

The program strengthens community infrastructure and readiness for tourism and enhances economic development in the full range of creative sectors.

Total, Tourism and Cultural Industries 7,884 7,666 7,666 7,666

Priorities (2016-17)

- Continue to develop a new Cultural Industries Strategy to replace the arts and crafts strategy, *Sanaugait*; the new strategy will encompass all art forms, and will reflect the *Sivumut Abluqta* mandate.
Status: The department held a Cultural Industries Summit October 17-19th, 2016 in Iqaluit. The goal was to collect the views of artists and organizations on how they envision the new Cultural Industries Strategy.
- Establish new economic development initiatives that build on and add value to the arts and tourism, to create local employment opportunities in Nunavut.
Status: The department, through the Community Tourism and Cultural Industries and Arts Development programs, continues to support developing initiatives in both sectors.
- Once assent has been given, begin a multi-year phased-in implementation process for the revised *Travel and Tourism Act* and regulations, including the delivery of a territory-wide public awareness campaign.
Status: The amended act, renamed the Tourism Act, received Assent in fall 2016. Implementation will begin in 2017.
- Prepare to host the 2016 Canadian Council of Tourism Ministers meeting.
Status: The Federal-Provincial-Territorial meeting took place in Iqaluit November 23-24, 2016. The agenda addressed challenges and opportunities for tourism development in

Nunavut and included a collaborative conversation with other jurisdictions on Arctic tourism.

- Initiate an economic impact study on tourism to determine the impact of tourism activities on the Nunavut economy and the impact of external economic factors on tourism in Nunavut.
Status: The first phase of this study has been completed. Phase two is underway.
- Develop and implement a marine tourism management plan for Nunavut.
Status: The marine tourism management plan has been completed and implementation has begun.
- Assist the Nunavut Tourism Association with delivery of the Canadian Tourism Human Resources Council National Occupational Standards and address training needs of community stakeholders to strengthen tourism industry readiness and capacity.
Status: A partnership agreement has been put in place and work started in fall 2016.

Priorities (2017-18)

- Continue to develop a new Cultural Industries Strategy to replace the arts and crafts strategy, *Sanaugait*; the new strategy will encompass all art forms, and will reflect the *Sivumut Abluqta* mandate.
- 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.
- Develop standards and employment recognition for artists in Nunavut.
- 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.
- Continue multi-year phased-in implementation process for the *Tourism Act* and regulations, including an awareness campaign.
- Develop a curriculum of targeted training and certification in the tourism sector.

Priorities (2018-19)

- Begin implementation of the new Cultural Industry Strategy.
- Promote Tourism and Cultural Industries careers in Nunavut.

Priorities (2019-20)

- Develop a new Tourism Strategy for Nunavut.

Minerals and Petroleum Resources

Minerals and Petroleum Resources division is responsible for encouraging and supporting the development of sustainable mining and petroleum industries in Nunavut. This support includes the development of geoscience information infrastructure, financial and technical support for prospectors, the enhancement of 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 the *Nunavut Mineral Exploration and Mining Strategy* to help ensure that the development of Nunavut's vast mineral wealth will provide the maximum benefit to Nunavummiut.
- To 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 petroleum development.
- To support the environmental assessment of proposed mineral development projects and the socio-economic monitoring of approved projects.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Division Operations		2,047	1,788	1,788	1,788
The Minerals and Petroleum Resources division oversees program delivery, and the implementation of the <i>Nunavut Mineral Exploration and Mining Strategy</i> . It promotes investment in Nunavut's mineral and petroleum resources that brings the maximum benefit to Nunavummiut, while building awareness of resource issues locally and across Nunavut. The division also participates as an intervener in the environmental assessment of resource development projects.					
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.					
Socio-Economic Monitoring Committees		-	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 project specific monitoring programs and to bring that information into a regional context through annual general meetings for discussion. Members of the SEMC's typically include territorial and federal governments, Regional Inuit Associations, hamlet representatives, proponents, and other relevant stakeholders.

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, Indigenous 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** **2,967** **2,967** **2,967**

Priorities (2016-17)

- Review the updated Nunavut Prospectors Program guide and application.
Status: The Nunavut Prospectors Program guide and application have been reviewed and will be circulated and used for the 2017/18 prospecting season.
- Continue to support formal negotiations on a devolution agreement with Canada.
Status: The division continues to work with Executive and Intergovernmental Affairs on this initiative.
- Promote a regulatory regime that will attract responsible resource developers, including by developing guidelines to clarify expectations during socio-economic impact assessments, developing positions on transportation routes and on oil and gas development.
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, a Socio-Economic Impact Assessment guide, and a Community Engagement Guide for Major Resource Developments. 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.

- 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.

- 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 continues to be a priority; however, because of the downturn in the industry, we have not been able to carry this out.

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.

- Support formal negotiations on a devolution agreement with Canada.

- Promote an investment climate and regulatory regime that will attract responsible resource developers, including by developing guidelines to clarify expectations during socio-economic impact assessments, developing positions on transportation routes and on oil and gas development.

- 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.

- 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.

- Investigate new program options to support Nunavut's mineral exploration and mining industry.

- 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, and provide support through the regional Socio-Economic Monitoring Committees.

- 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.

Priorities (2018-19)

- Review promising projects belonging to individual local prospectors for potential advancement. This could include property visits with the prospectors, in conjunction with industry.
- Work towards solidifying a more formal and collaborative arrangement for the geoscientists of the GN to work more closely with the federal government geoscientists.
- Promote a regulatory regime that will attract responsible resource developers, 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 (2019-20)

- Promote a regulatory regime that will attract responsible resource developers, including developing guidelines to clarify expectations during socio-economic impact assessments, developing positions on transportation routes, and developing positions on oil and gas development.

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 assist and ensure that communities affected by major development can address and monitor impacts as well as benefit from the arising economic opportunities.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Community Operations		4,326	4,231	4,231	4,231
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.					
Strategic Investments Program		3,900	-	-	-
The Strategic Investments Program supports the implementation of the economic development priorities identified in <i>Sivumut Abluqta: Stepping Forward Together</i> , and the <i>Nunavut Economic Development Strategy</i> . The program contributes to business expansion and supports economic development projects sponsored by municipalities and non-governmental organizations.					
Small Business Support Program		823	823	823	823
The Small Business Support Program provides contributions to community-based businesses and organizations to develop business opportunities, foster entrepreneurial skills and provide business aftercare services.					
Regional Chambers of Commerce		195	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.					
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.					
Country Food Distribution		1,576	-	-	-
This program supports innovation in food storage technology, the construction of facilities for					

storage and distribution of traditional food, community markets, training, upgrades to existing food storage facilities to permit basic food processing, and the distribution of country food within the community by place-based organizations.

Alianait - 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	16,808	11,117	11,117	11,117
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Priorities (2016-17)

- Update and coordinate the implementation of renewed economic development contribution program policies and guidelines.
Status: Arts Development Program changes were approved in 2016; these changes, as well as changes made in 2015 to other programs, were communicated to communities.
- Review community economic development plans to ensure they reflect objectives contained in the new Nunavut Economic Development Strategy.
Status: Community consultations in support of strategy development are ongoing. The strategy will be completed in the winter or spring 2017, at which point, community economic development plans will be reviewed. This priority will carry over to 2017-18.

Priorities (2017-18)

- Review community economic development plans to ensure they reflect objectives contained in the new Nunavut Economic Development Strategy.
- 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.

Priorities (2018-19)

- 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 (2019-20)

- 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.

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)	2016-17	2017-18	2018-19	2019-20
Motor Vehicles		2,124	2,124	2,124	2,124
Ensure motor vehicle regulations and safety codes are enforced as required and as they apply to all drivers and motor vehicles operating in Nunavut.					
Total, Motor Vehicles		2,124	2,124	2,124	2,124

Priorities (2016-17)

- Complete the needs analysis for a Periodic Motor Vehicle Inspection (PMVI) regulation and subject to outcome of needs analysis, update the Periodic Motor Vehicle Inspection regulations.
Status: Additional Nunavut-based statistical information was finalized and a full needs analysis report was completed in November 2016; regulatory changes will be considered when new regulations under the amended Motor Vehicles Act are drafted.
- Complete the Motor Vehicles Information System project.
Status: In April 2016 a contract with the Canadian Bank Note Company (CBN) was signed. CBN, in consultation with GN officials completed a systems requirements document in December 2016. The project is in the Development and Testing Phase; completion is anticipated in late 2018.
- Initiate Commercial Vehicle Safety Alliance inspections for smaller communities in Nunavut.
Status: Commercial Vehicle Safety Alliance (CVSA) inspections for 2016-17 have been

delayed due to unanticipated workload. This priority will carry over to 2017-18.

- Initiate the second phase of enforcing School Bus Regulations in Nunavut.
Status: The second phase is in effect as of August 31, 2016 at which all school buses in Nunavut operated under a school bus service contract must be in compliance to the School Bus Regulations.
- Complete proposed legislative revisions to the *Motor Vehicles Act* and update its associated regulations.
Status: A Bill was drafted and received first and second reading at the 2016 Fall Sitting of the Legislative Assembly, with Assent expected at the winter or spring 2016 sitting.

Priorities (2017-18)

- Initiate Commercial Vehicle Safety Alliance inspections for smaller communities in Nunavut.
- Begin implementation of provisions contained in the renewed *Motor Vehicles Act*.
- Initiate online motor vehicle licence renewal and vehicle registrations processes.

Priorities (2018-19)

- Complete the Motor Vehicles Information System project.
- Develop a Nunavut road and trail safety plan.
- Complete implementation of the updated Motor Vehicles Information System throughout Nunavut.

Priorities (2019-20)

- Begin implementation of a Nunavut road and trail safety plan.

Nunavut Airports

Nunavut Airports is responsible for the operation and maintenance of the 24 Arctic A, B and C Airports outside Iqaluit. The division ensures that facilities are in regulatory compliance and that staff and equipment meet or exceed federal standards. This involves a close working relationship with Transport Canada, NAV Canada, and the community governments and contractors who provide services to operate and maintain community airports, as well as with the consultants and contractors needed to deliver construction projects.

Objectives

- Undertake facility planning, airport construction and rehabilitation projects, in compliance with the regulatory and design standards for airports as directed by federal statutes.

- Ensure safe airport services and facilities are available to all residents of Nunavut by maintaining federal airport certification.
- Provide for efficient movement of goods by ensuring adequate airport facilities for scheduled air service to each community.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Nunavut Airports		15,674	15,674	15,674	15,674
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	15,704	15,704	15,704

Priorities (2016-17)

- Continue to deliver training on duties mandated by Transport Canada regulations to all airport maintainers.
Status: Nunavut Airports continues to deliver operational training to various airport maintainers across all regions of Nunavut. Preliminary planning is underway to hold training seminars in all regions. Additional training programs focused on Safety Management System specific requirements and delivery is underway with Nunavut Airports Staff.
- Complete the identification of community airports which would benefit from the installation of GPS systems, and continue to work with NAV Canada and private consultants to implement changes to those airports which require immediate change.
Status: New GPS approach procedures have been prepared for Arviat, Pangnirtung, Qikiqtarjuaq and Kimmirut. These procedures improve descent limits, increasing the likelihood of landing in poor weather. In June 2017 they will be published in the Canada Air Pilot Instrument and Procedures Manual. Five other airports have been identified that could benefit from approach procedures without infrastructure improvements; ten others first require infrastructure improvements.
- Undertake scheduled Safety Management System Quality Assurance Audits of Nunavut airports.
Status: Audits were undertaken at several Nunavut Airports. A subsequent Transport Canada Program Verification Inspection determined that the Quality Assurance Audits did not fully satisfy the requirements of the Safety Management System. Staff were subsequently trained in management and delivery of a Quality Assurance System, including undertaking audits and developing Corrective Action Plans.
- 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: An external study was recently completed and is being reviewed. This priority will be carried over into 2017-18.

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.
- 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.
- Implement an in-depth and thorough preventative maintenance software system to support extending the life of mobile assets and facilities.
- Implement an active software system to enable direct reporting from the maintainer network to the new surface condition reporting system operated by NAV Canada.

Priorities (2018-19)

- Acquire the necessary contractor base to provide Nunavut Airports Division with the resources required to improve the maintenance of all capital assets such as mobile equipment and buildings operated under the Nunavut Airports program.

Iqaluit International Airport

Iqaluit International Airport serves a vital role supporting air transportation in Nunavut, trans-Atlantic air navigation, polar routes and North American Air Defence. As one of 26 airports included in Canada's National Airport System, the Iqaluit Airport is deemed to be of strategic importance to Canada.

Objectives

- To ensure safe, efficient and effective management and operation of the Iqaluit International Airport in accordance with the *Aeronautics Act*, the Canadian Aviation Regulations and the Canadian Aviation Security Regulations.
- To maintain designation as a National Airport System facility and international alternate use airport.
- Provide oversight of the private partner's performance under the Iqaluit International Airport Improvement Project Agreement, and manage those responsibilities which remain with the department.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Iqaluit International Airport		9,079	10,634	10,634	10,634
This program area ensures the safe, reliable, efficient and effective operation of Iqaluit International Airport.					
Total, Iqaluit International Airport		9,079	10,634	10,634	10,634

Priorities (2016-17)

- Monitor the P3 Partner's compliance with all provisions of the construction and operations plans for the Iqaluit airport, including Inuit employment and training provisions.
Status: The Operations are monitored through weekly meetings with the Service provider onsite, monthly meetings with Arctic Infrastructure Limited Partners and the Services Provider, and through review of Monthly Reports which include sections on Inuit employment and training.
- Oversee commercial development of airport lands in accordance with the Commissioner's Airport Lands Regulations.
Status: Two hangars have been moved in the course of the Iqaluit Airport project. A number of lots have been redefined to conform with the current airport facilities and the leases have been re-issued. The DND (Department of National Defence) nose-dock hangar has been demolished, and an Expression of Interest has been drafted for development of the vacated lot.
- Begin construction of Sequenced Strobe Approach Lighting System approach lighting.
Status: A funding proposal has been submitted for consideration under Transport Canada's Airport Capital Assistance Program (ACAP); Geotechnical and Environmental and Navigational Impact studies will be completed prior to the close of the 2016-17 fiscal year.
- Complete transfer of airport lands to City of Iqaluit.
Status: Legal surveys have been completed, but there have been administrative delays in the process of registering Land Titles as required before the lands can be transferred.

Priorities (2017-18)

- Complete construction and commissioning of new and reconstructed airport facilities.
- Monitor the P3 Partner's compliance with all provisions of the construction and operations plans for the Iqaluit airport, including Inuit employment and training provisions.
- Oversee commercial development of airport lands in accordance with the Commissioner's Airport Lands Regulations.
- Issue Expression of Interest/Request for Proposals to repurpose current Air Terminal

Building.

- Initiate construction of Sequenced Strobe Approach Lighting System.

Priorities (2018-19)

- Monitor the P3 Partner's 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 current Air Terminal Building.
- Complete construction of Sequenced Strobe Approach Lighting System.

Priorities (2019-20)

- Monitor the P3 Partner's 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 current Air Terminal Building.

Financial Summary

Branch	2016 - 2017		2017 - 2018		2018 - 2019		2019 - 2020	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	5,488	48.0	6,346	50.0	6,346	50.0	6,346	50.0
Grants & Contributions	4,683		13,692		11,192		11,192	
Other O&M	1,158		1,245		1,245		1,245	
Subtotal	11,329		21,283		18,783		18,783	
Economic Development								
Compensation & Benefits	6,548	50.0	7,453	59.0	7,453	59.0	7,453	59.0
Grants & Contributions	19,538		12,044		12,044		12,044	
Other O&M	1,573		2,253		2,253		2,253	
Subtotal	27,659		21,750		21,750		21,750	
Transportation								
Compensation & Benefits	5,202	39.0	4,344	33.0	4,344	33.0	4,344	33.0
Grants & Contributions	1,530		30		30		30	
Other O&M	22,620		24,088		24,088		24,088	
Subtotal	29,352		28,462		28,462		28,462	
Total	68,340	137.0	71,495	142.0	68,995	142.0	68,995	142.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Economic Development and Transportation	As of Sept. 30, 2016		As of March 31, 2018	
	Capacity %		Capacity %	
Total Department Positions	140		142	
Total Filled Positions	98	70%	112	79%
Total Vacancies	42	30%	30	21%
Total Inuit	56	57%	69	62%
Total Executive Positions	3		3	
Total Filled Executive Positions	3	100%	3	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	0	0%	0	0%
Total Senior-Management Positions	11		10	
Total Filled Senior-Management Positions	10	91%	10	100%
Total Vacant Senior-Management Positions	1	9%	0	0%
Total Inuit in Senior-Management Positions	4	40%	4	40%
Total Middle-Management Positions	30		31	
Total Filled Middle-Management Positions	27	90%	29	94%
Total Vacant Middle-Management Positions	3	10%	2	6%
Total Inuit in Middle-Management Positions	12	44%	13	45%
Total Professional Positions	37		35	
Total Filled Professional Positions	22	59%	25	71%
Total Vacant Professional Positions	15	41%	10	29%
Total Inuit in Professional Positions	15	68%	19	76%
Total Paraprofessional Positions	30		30	
Total Filled Paraprofessional Positions	19	63%	22	73%
Total Vacant Paraprofessional Positions	11	37%	8	27%
Total Inuit in Paraprofessional Positions	10	53%	12	55%
Total Administrative Positions	29		33	
Total Filled Administrative Positions	17	59%	23	70%
Total Vacant Administrative Positions	12	41%	10	30%
Total Inuit in Administrative Positions	15	88%	21	91%

Capacity

The Department of Economic Development and Transportation is highly decentralized, with 55% of all positions located outside Iqaluit. As of October 2016, capacity and Inuit employment were higher for the department's positions located outside the capital at 75% and 65% respectively, compared to 67% capacity and 47% 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 2016, the department employed 25 casual and relief employees, 14 of whom were Inuit.

As a result of a reorganization announced in September 2016, ten new positions were added to the department's Tourism and Cultural Industries Division. As of September 30, 2016, those positions had only recently been created, and therefore were empty. Effective November 30, 2016, the Energy Secretariat, and the four related positions, was transferred to the Department of Environment.

Inuit Employment Plan

Priorities (2016-17)

The department committed to pursuing the following priorities to support achievement of the March 31, 2017 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 2016-17;
Status: The department anticipates continuing to have three active Sivuliqtiksat internships, with one new internship initiated. The department will continue to seek Sivuliqtiksat candidates.
 - Summer Students Employment Equity Program. In 2016, the department will aim to repeat or improve on the 2015 level of sixteen Inuit summer students;
Status: The department employed twelve Inuit summer students in 2016. The department is focusing future summer student efforts on producing full-time employees after completion of studies.
 - *Hivuliqtikhanut* Program. One Inuk enrolled in this leadership development program in 2015-16, and the department will encourage more to enroll in 2016-17 and beyond as opportunities arise.
Status: The department anticipates that one new participant will have begun the Hivuliqtikhanut Program, and one participant will have completed the program.
- Continue targeted communications on educational and mentorship opportunities to Inuit employees in the Administrative Support, Paraprofessional and Middle Management categories.
Status: GN wide communications efforts were augmented by internal reminders and information notice to Inuit staff. Senior managers are directed to directly contact and support Inuit employees.

- Develop, and if possible pilot, a program aimed at encouraging and accommodating Inuit employees in the Administrative Support, Paraprofessional and Middle Management categories to initiate on-the-job distance education or training programs. *Status: The department designed the EDT Training and Development Program which encourages and empowers Inuit employees in the Administrative, Paraprofessional and Middle Management categories to pursue on-the-job distance education and training programs.*

March 31, 2017 Inuit Employment Target Positions

The Department of Economic Development and Transportation has filled 69% of the number of positions targeted to be filled with Inuit (11, compared to a target of 16), which includes one *Sivuliqtiksat* graduate who took on a professional position. Of the 11 positions filled by Inuit:

- 6 were specifically targeted by the department.
- 5 were other positions within the department that were filled by Inuit candidates who successfully competed on open competitions.

Priorities (2017-18)

Achievable 2018 targets recognize that 31% of departmental positions are filled by non-Inuit on an indeterminate basis.

The department has identified 13 targeted positions and intends to fill them with Inuit by March 31, 2018. It is anticipated that all thirteen will be hired through competitions subject to the Priority Hiring Policy and through the measured use of restricted “Beneficiaries Only” competitions.

In addition, the department will:

- Continue actively participating in Government of Nunavut-wide programs such as:
 - *Sivuliqtiksat* Internship Program. The department has set a target of two or three active interns on an ongoing basis;
 - Summer Students Employment Equity Program. In 2017, the department will aim to repeat or improve on the 2016 engagement of Inuit summer students; and
 - *Hivuliqtikhanut* Program. The department will continue to encourage more enrollments in 2017-18 and beyond.
- 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.
- Though the measured use of fixed-term job offers to non-Inuit, maximize the opportunities available for Inuit in the medium to long-term.
- 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.

- Create a departmental Training and Development Committee 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.

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INUIT EMPLOYMENT PLAN – Territorial Corporations

Introduction

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

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

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

The following table is a snapshot of the public service as of September 30, 2016 by occupational category:

September 30, 2016	Total Positions				Beneficiaries	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	6	0	6	100%	2	33%
Senior Management	17	5	12	71%	3	25%
Middle Management	54	5	49	91%	15	31%
Professional	152	50	102	67%	39	38%
Paraprofessional	63	15	48	77%	26	54%
Administrative Support	64	16	48	75%	43	90%
TOTALS	356	91	265	75%	128	48%

Note: The table above only reports on established positions of the 4 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister’s Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksat intern positions. The table above reports on the number of incumbents whether they are working full time or part time.

Inuit Employment Plan - Corporations

The following table is a snapshot of the public service as of September 30, 2016 by corporation:

September 30, 2016	Total Positions				Beneficiaries	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Nunavut Arctic College	223	53	170	76%	91	54%
Nunavut Business Credit Corporation	6	1	5	83%	2	40%
Nunavut Development Corporation	5	0	5	100%	3	60%
Nunavut Housing Corporation	122	37	85	70%	32	38%
TOTALS	356	91	265	75%	128	48%

Note: The table above only reports on established positions of the 4 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksats intern positions. The table above reports on the number of incumbents whether they are working full time or part time.

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

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

Government Wide Plan

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

- Initiatives specifically designed for 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, 2018. The following identifies the targets by occupational category:

March 31, 2018	Total Positions				Beneficiaries	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	6	0	6	100%	3	50%
Senior Management	17	2	15	88%	3	20%
Middle Management	54	5	49	91%	16	33%
Professional	155	37	118	76%	53	45%
Paraprofessional	60	7	53	88%	32	61%
Administrative Support	66	4	62	94%	58	94%
TOTALS	358	55	303	85%	165	55%

Note: The table above only reports on established positions of the 4 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksats intern positions. The table above reports on the number of incumbents whether they are working full time or part time.

The following is a snapshot of the Inuit employment targets for March 31, 2018 by corporation:

March 31, 2018	Total Positions				Beneficiaries	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Nunavut Arctic College	231	36	195	84%	123	63%
Nunavut Business Credit Corporation	6	1	5	83%	2	40%
Nunavut Development Corporation	5	0	5	100%	3	60%
Nunavut Housing Corporation	116	18	98	84%	37	38%
TOTALS	358	55	303	85%	165	55%

Note: The table above only reports on established positions of the 4 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksats intern positions. The table above reports on the number of incumbents whether they are working full time or part time.

Initiatives Specifically Designed for Inuit

The following initiatives are available specifically for beneficiaries of the Nunavut Land Claims 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.

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 beneficiary employees. These vary in length depending on the position and the skill level of the individual. Departments and agencies initiate such trainee/internship positions and fund them internally.

Inuktitut as a First Language

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

Initiatives Available for All Government of Nunavut Employees

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

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.

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.

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***Nunavut Housing
Corporation***

***Business Plan
2017-2020***

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INTRODUCTION

The Nunavut Housing Corporation (NHC) is a public agency of the Government of Nunavut (GN) created through the Nunavut Legislature by the *Nunavut Housing Corporation Act*. As such an agency, the NHC is at arm's-length from the GN, and its operating boundaries are set out in Part IX of the *Financial Administration Act*, the section specifically devoted to public agencies.

The NHC reports to the Legislative Assembly of Nunavut, Executive Council, and to Nunavummiut through its President, Board of Directors and the responsible Minister. This approach allows the Minister to maximize the effectiveness of the Corporation for the present and future benefits of Nunavummiut.

The advantages of being a Territorial Corporation include:

- The ability to enter into funding partnerships independently, principally with the Canada Mortgage and Housing Corporation (CMHC), outside of the GN's financial structure. This means that Nunavut's transfer payments from the federal government are not affected by the funding 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 to achieve success in economic activities. Housing is also an important economic sector that responds to new and ongoing infrastructure needs. It is a source of employment and a driver for the market for materials and services.

New construction by the private sector is usually responsive rather than proactive. The continued training of Nunavummiut in the construction fields is a cornerstone to economic well-being in the housing construction industry. Over time, as more Nunavummiut become skilled in these trades, the overall economic impact of the housing industry within Nunavut will increase.

There is an extremely limited private market in Nunavut: most landlords/developers only respond to tenders, or initiate new development, that in turn promises long-term government leases. The cost to transport materials, obtain developed land, and construct and operate dwellings, makes building on speculation unpalatable for most.

Nunavut's climate and geography also present unique challenges to the construction industry. The territory's 25 communities are remote, with no road or rail access. All construction materials must be transported by air or on the annual summer sealift. As a result, the cost of landed goods is substantially higher than elsewhere in Canada.

Adequate and secure storage facilities must be available to accommodate a 12-month supply of materials. As such, the NHC will continue to lobby for improved storage facilities and increased capacity for Local Housing Organizations (LHOs) to address these challenges.

The NHC relies on its community partners, the LHOs, to provide maintenance and administration services on housing units. The NHC looks to these partners for valuable insight on community priorities and concerns. The NHC recognizes the value of enhancing LHO capacity, and will make this a critical priority for 2017-2020. In 2017-18, the NHC will be making specific efforts to reach out to LHOs, including in the delivery of new public housing construction.

2017-18 will be an important year for housing in Nunavut. In 2017-18 the GN will begin the 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.

The Blueprint for Action was developed through a comprehensive interdepartmental engagement process that focused on collaboration and coordination. This level of interdepartmental coordination was critical in the development of the Blueprint for Action, as it will be critical to its successful implementation. Just as a home does not stand alone, but rather fits into a neighbourhood, a community, and the territory, housing as a priority is intricately linked with all of the GN's priorities.

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.

The Blueprint for Action on Housing will help ensure that the NHC can meet the government’s *Sivumut Abluqta: Stepping Forward Together* priority of healthy families through strong and resilient communities. It will lead to development of more energy efficient and economical solutions, and ensure more affordable housing options and alternatives are available to meet people’s varied needs, including the needs of a growing elder population. Only through shared investment and collective responsibility, can the complex issues related to housing be adequately addressed.

Supply

The GN is the supplier of much of Nunavut’s housing stock. As of March 31, 2016, the government, through the NHC, maintained 5,383 public housing units (of which 5,100 were NHC-owned and 283 were leased), 1,496 staff housing units (of which 390 were owned and 1,106 were leased) and held mortgages for approximately 180 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 58% of Nunavummiut are public housing tenants, of which 97% are Inuit. Due to the absence of private affordable rental housing and given the high costs of independent homeownership, public housing units are home to over half of Nunavummiut. Each Public Housing unit requires more than \$26,500 per year to operate and maintain. However, funding from CMHC for the social housing inventory, which was transferred to the Corporation in 1996, is declining and will terminate completely in 2037. Additional resources will need to be identified and dedicated to the operations and maintenance of public housing.

In alignment with the goals and directions set out in the GN Long-Term Comprehensive Housing Strategy, the NHC has made changes to its homeownership programs. These changes are intended to improve access to the programs, ensure better application of the programs to those in need and encourage the homeownership market in the territory. The NHC is committed to further reviewing existing homeownership programs to assist people who are ready to gain the advantages of independence from the private rental market, as well as public and staff housing programs. Every new homeowner frees up a rental unit or reduces an existing home’s occupancy level. Despite public and staff housing portfolios and homeownership programs, overcrowding continues to be an issue of critical concern in the territory.

There is much research to indicate the links between health and housing conditions.

The *Indigenous Children's Health Report* (2009) cites overcrowding and poor housing conditions as contributing to the high rates of infant mortality amongst Inuit. Further, Inuit Tapiriit Kanatami (Fall 2014) reported that poor housing and overcrowding is responsible, in part, for the high rates of tuberculosis among Inuit.

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 Ownership. Status updates for the NHC priorities as outlined for the 2016/17 fiscal year are provided, and the NHC priorities for 2017 to 2020 are established.

Budget	(\$ 000)			
	2016-17	2017-18	2018-19	2019-20
Advisory and Administrative Services	16,464	16,464	16,201	16,201
Public Housing	125,685	127,830	127,830	127,830
Staff Housing	54,221	55,549	55,549	55,549
TOTAL	\$196,370	\$199,843	\$199,580	\$199,580

Advisory and Administrative Services

Advisory and Administrative services for the NHC are provided by a group of dedicated housing professionals. The NHC team works diligently to make the corporation an action-oriented service delivery agency.

Through its Advisory and Administrative services, the NHC strives to deliver targeted housing solutions to all audiences and to provide the following services: education, training and support to Local Housing Organizations (LHOs) in the areas of administration, finance, program delivery and housing maintenance. It also develops services for homeowners in the areas of finance, education and technical assistance, as well as coordinates housing-related advocacy efforts on behalf of all Nunavummiut.

Objectives

- To ensure effective coordination of housing policies and procedures in Nunavut;
- To ensure appropriate levels of staffing, delivery capacity, training and professional development for Nunavut Housing Corporation and LHO staff;
- To increase the awareness and understanding of housing realities in Nunavut within the territory and nationally.

The organization includes a Directorate office, Headquarters and three District offices. The District offices provide support to 25 LHOs that deliver housing services.

The following divisions of the NHC are responsible for the delivery of Advisory and Administrative Services:

Programs Budget (\$ 000)	2016-17	2017-18	2018-19	2019-20
Corporate Governance	1,442	1,442	1,442	1,442
Responsible for managing the NHC to ensure consistent and effective application of policy, standards, procedures and program delivery throughout Nunavut.				
Corporate Operations	3,416	3,416	3,153	3,153
Responsible for the public housing, staff housing, and homeownership programs, as well the provision of related technical and maintenance services.				
Corporate Policy and Planning	1,096	1,096	1,096	1,096
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	1,513	1,513	1,513	1,513
Accountable for the overall management of the Corporation's financial affairs, including safeguarding the NHC's assets, preparing and issuing financial reports, maintaining internal financial controls, and providing training and advice.				

District Program Administration	3,050	3,050	3,050	3,050
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Supports the LHOs in the delivery of rental housing program through LHO 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 of clients.

District Financial Administration	2,559	2,559	2,559	2,559
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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 LHOs through periodic reviews and active support to LHO managers and finance officers.

District Technical Administration	3,388	3,388	3,388	3,388
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Provides support and training to LHO maintenance staff. This function also manages the planning, implementation and administration of all capital construction and modernization and improvement projects. In addition, the provision of technical advice to homeowners supports delivery of the homeownership programs.

Total, Advisory and Administrative Services	16,464	16,464	16,201	16,201
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Priorities (2016-17)

- Finalize the GN’s multi-year Action Plan to address Nunavut’s housing needs in collaboration with GN departments and develop plans for monitoring and reporting progress going forward.

Status: The NHC has finalized the multi-year “Blueprint for Action on Housing”. The Blueprint is the result of substantial consultations, engagement sessions, and one-on-one meetings with GN departments, NTI, the Regional Inuit Associations (RIAs), and Nunavut Association of Municipalities between May and June 2016. The NHC will oversee the implementation of the 60 action items in the Blueprint for Action on Housing.

- Continue implementation of the new financial and property management software.

Status: The NHC plans to contract a firm in early 2017 to conduct an assessment of the NHC’s needs for new financial management software. Following the assessment, the NHC will issue a Request For Proposal (RFP) or Request For Tender (RFT) to purchase software in the summer 2017. The RFP will include software development, installation, user training, and ongoing support for the Corporation.

- Continue work with NTI and RIAs to address Inuit housing needs in Nunavut.

Status: NTI and RIAs participated in the development of the Blueprint for Action on Housing, and are identified as supporting partners in several actions within the Blueprint. NTI and NHC senior management met several times throughout the development of the Blueprint for Action. The NHC is engaging with NTI and RIAs to inform the development of the federal government’s National Housing Strategy, to be completed in fall 2017. The NHC also collaborated with NTI in a presentation at the Inuit Housing Forum in October 2016.

- Coordinate and continue to implement training, mentoring, development, and staffing opportunities for NLCA beneficiaries within NHC, through the NHC's Long Term Inuit Employment Plan.

Status: The NHC has formed an Inuit Employment Plan Advisory Committee. This committee is focusing on exploring flexible, creative solutions to address this priority. The NHC is taking advantage of the GN's continuing education opportunities to enhance and develop skills of Inuit employees.

The NHC is also aiming to increase Inuit employment in the para-professional and administration position categories through restricted competitions, including developmental transfer assignments, and secondments from LHOs.

In 2016, the NHC actively recruited a Nunavut Arctic College student who was in the process of completing the Office Administration Program. The student successfully completed the practicum with the NHC and later graduated from the program.

- Continue to strengthen occupational health and safety plans in consultation with the Workers Safety and Compensation Commission (WSCC) for both NHC and LHO 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 (CMHC). The Officer is developing a new series of NHC safety courses for NHC and LHO staff. Asbestos and mold remediation training has been developed, and is being delivered. The Officer is also developing a plan for joint NHC/LHO health and safety committees.

Priorities (2017-18)

- Continue to develop and implement the new financial and property management software.
- 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.
- Continue to implement training, mentoring, development, and staffing opportunities for Inuit within NHC, through the NHC's Long Term Inuit Employment Plan.
- Continue to strengthen occupational health and safety plan in consultation with WSCC for both NHC and LHO operations.

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.
- 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.

- The NHC will establish a framework for conducting an assessment of Nunavummiut in need of supportive housing to match purpose-built units with programming.
- The NHC will hold initial meetings with the Department of Culture and Heritage to discuss the role and integration of IQ into 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.
- The NHC will conduct a jurisdictional scan of various subsidized housing models in other provinces and territories to review best practices.
- The NHC will identify interest and feasibility with RIAs to collaborate on potential 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.
- The NHC with Community and Government Services will establish a work plan to develop guidelines for determining lot development by community.
- 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.
- The NHC with Community and Government Services will complete project scoping to research incentives that stimulate private land development and housing construction in communities.
- 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.
- The NHC will identify private sector players and explore opportunities for engagement on Blueprint actions.
- The NHC will begin project scoping for a housing need and demand study to determine the housing needs of Nunavummiut.
- The NHC will begin project scoping for an impact and feasibility analysis of different approaches to social and staff housing delivery.
- 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.
- 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.
- 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.

- 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.
- 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.

Priorities (2018-19)

- Continue to implement activities for the Blueprint for Action on Housing including quarterly monitoring and annual reporting to the Legislative Assembly.
- Monitor and evaluate the implementation of new financial and property management software.
- 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, and implementation of relevant actions from the Blueprint for Action on Housing.
- Continue to implement training, mentoring, development, and staffing opportunities for Inuit within NHC, through the NHC's Long Term Inuit Employment Plan.
- Continue to strengthen occupational health and safety plan in consultation with WSCC for both NHC and LHO operations.

Priorities (2019-20)

- Continue to monitor the implementation of the Blueprint for Action on Housing, including quarterly monitoring and annual reporting to the Legislative Assembly. Explore the integration of annual reporting on housing into the GN's annual reporting on poverty reduction.
- Monitor and evaluate the use of the financial and property management software.
- 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 implement training, mentoring, development, and staffing opportunities for Inuit within NHC, through the NHC's Long Term Inuit Employment Plan.
- Continue to strengthen occupational health and safety plan in consultation with WSCC for both NHC and LHO operations.

Public Housing

The NHC delivers a community-focused Public Housing Program by providing financial resources and professional support to its local delivery agents, the 25 Local Housing Organizations (LHOs). LHOs are responsible for the property management of 5,383 units in the public housing portfolio (as of March 31, 2016), from unit allocations and rental assessments/collections, to maintenance and repairs, and energy upgrading.

Objectives

- To provide training, development, and support to LHO staff for the delivery of public housing in Nunavut.
- To increase the number of adequate, suitable, and affordable dwelling units in Nunavut.

Programs Budget (\$ 000)	2016-17	2017-18	2018-19	2019-20
Leased Units – Rent Supplement	7,597	7,769	7,769	7,769
There were 283 leased public housing units throughout the territory, as of March 31, 2016. 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	46,150	46,612	46,612	46,612
The Administration and Maintenance component includes such items as salaries and benefits, equipment and supplies.				
Utilities	100,546	100,960	100,960	100,960
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	2,186	2,225	2,225	2,225
Covers the cost of taxes and land lease expenses.				
Debt Payment	14,307	13,271	13,271	13,271
Remitted to CMHC to pay down the debt on the public housing portfolio, which was \$86 million as at March 31, 2016.				
Rental Revenue	(13,580)	(13,580)	(13,580)	(13,580)
LHOs assess public housing rents and are responsible for their collection. Revenues collected are discounted 3% as an allowance for bad debt. The remaining 97% is used to offset the cost of administering the Public Housing Program.				
Other Revenue	(31,521)	(29,427)	(29,427)	(29,427)
CMHC contributions for Social Housing and own source revenue.				
Total, Public Housing	125,685	127,830	127,830	127,830

Priorities (2016-17)

- Participate in lobbying efforts at the territorial and federal levels to seek support for the provision of suitable, adequate, and affordable housing across Nunavut.

Status: NHC continues to work with the tri-territorial Canada Housing & Renewal

Association (CHRA). The NHC delivered a presentation on northern housing issues at the CHRA Congress held in April 2016. NHC worked closely with the other two territories to develop a northern business case for federal investments in housing, which was presented to the federal government in advance of the 2016 budget announcement.

The NHC with other provinces and territories, are partnering with the federal government in the development of the National Housing Strategy through working groups and roundtable discussions. The NHC is also engaging with NTI, RIAs, and other organizations to ensure Nunavut's voice is heard in the development of the National Housing Strategy.

- Continue to enhance supports for LHO partners through the continued review of various policies and procedures.

Status: NHC is working on improvements to the Management Agreement with LHOs. The updated Management Agreement will clarify the relationship between NHC and LHOs, and standardize program delivery and reporting requirements of LHOs.

The NHC President met with the Iqaluit Housing Authority Board in April 2016, the Rankin Inlet Housing Association May, 2016, and the Arviat Housing Association Board in August 2016. A Kitikmeot LHO tour also took place in fall 2016.

- Continue to monitor and review impact of collections policy and procedures to reduce LHO arrears, and continue to develop and implement LHO deficit recovery plans.

Status: In 2015-16, bad debt as a percentage of revenue was 12.9% - down from 16.4% in 2013-14. This rate has been trending in the right direction, and is expected to decrease further. The NHC's LHO collections pilot project, which has targeted 10 tenants in each community with the highest arrears, is currently active in 9 communities and has shown success.

Priorities (2017-18)

- Participate in lobbying efforts at the territorial and federal levels to seek support for the provision of suitable, adequate, and affordable housing across Nunavut.
- Continue to enhance supports for LHO partners through the review of various policies and procedures.
- Continue to monitor and review impact of collections policy and procedures to reduce LHO arrears, as well, develop and implement LHO deficit recovery plans.

Through the Blueprint for Action:

- The NHC will complete project scoping for market analysis to determine the need for public housing construction.
- The NHC will develop a plan to publicize a list of housing needs by community to inform private sector priorities.
- The NHC will explore technology to remotely monitor vacant units to ensure ongoing efficient building operations.

- The NHC will review and update electronic system for maintenance work orders to improve efficiency and responsiveness of LHOs.
- The NHC will develop information, resources and incentives that encourage housing tenants to monitor, care for and maintain housing units.
- 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.
- The NHC will work with the Department of Finance to develop a business case for renewed long-term federal investment in housing and infrastructure.
- The NHC will meet with RIAs and the Department of Family Services to research the viability and suitability of alternative financing options for purpose-built housing.

Priorities (2018-19)

- Continue to implement activities for the Blueprint for Action on Housing.
- 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.
- Continue to enhance supports for LHO partners through the review of various policies and procedures.
- Continue to monitor and review impact of collections policy and procedures to reduce LHO arrears, and continue to develop and implement LHO deficit recovery plans.

Priorities (2019-20)

- Continue to implement activities for the Blueprint for Action on Housing.
- 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, including participation in the implementation of the National Housing Strategy.
- Continue to enhance supports for LHO partners through the review 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 LHO arrears, and continue to develop and implement LHO deficit recovery plans.

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. Almost 74% 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)	2016-17	2017-18	2018-19	2019-20
Operations	8,891	9,719	9,719	9,719
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	45,330	45,830	45,830	45,830
The staff housing portfolio provides 1,496 rental units (390 owned and 1,106 leased), as of March 31, 2016.				
Total, Staff Housing	54,221	55,549	55,549	55,549

Priorities (2016-17)

- Begin implementation of long-term strategies to address employee housing needs.
Status: The NHC will issue an RFP to conduct an external review of the current GN Staff Housing Policy. The review will consider other potential methods to meet the housing needs of GN employees.
Over the past year, the NHC has purchased 62 private units in Iqaluit, some of which may be converted into condominiums for GN employees.
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
Status: The NHC is completing the construction of 43 new staff housing units across the territory, and is constructing another 17 new staff housing units using 2016-17 GN Capital funding.
- In partnership with the Department of Finance, continue to work closely with GN departments to meet their staff housing requirements.
Status: NHC is continuing to work closely with GN departments, to improve forecasting for more comprehensive needs assessments.

Priorities (2017-18)

- Continue to implement long-term strategies to address employee housing needs.
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
- In partnership with the Department of Finance, continue to work closely with GN departments to meet their staff housing requirements.
- Explore other alternative housing options or programs for GN employees.

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.

- The NHC will work with the Department of Finance to develop an options paper for revisions to the current GN Staff Housing Policy.
- 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.
- 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.

Priorities (2018-19)

- Continue to implement activities for the Blueprint for Action on Housing.
- Continue to implement long-term strategies to address employee housing needs.
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
- In partnership with the Department of Finance, continue to work closely with GN departments to meet their staff housing requirements.

Priorities (2019-20)

- Continue to implement activities for the Blueprint for Action on Housing.
- Continue to implement long-term strategies to address employee housing needs.
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
- In partnership with the Department of Finance, continue to work closely with GN departments to meet their staff housing requirements.

Homeownership

Through its homeownership programs and supports, the NHC assists residents who can afford the costs of homeownership to secure and maintain their own housing. As well, homeownership education and counseling services are provided to homeowners. These services include consultations regarding purchase of existing homes or new home construction, repairs, renovations, bank financing and energy conservation. Homeownership programs are funded through the Capital Estimates.

Objectives:

- To assist and support Nunavummiut to 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 senior or disabled homeowners for preventative maintenance and minor repairs. The assistance is an annual grant of up to \$3,000.

The Heating Oil Tank Replacement Program (HOTRP)

The Heating Oil Tank Replacement Program 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 (2016-17)

- Begin to implement proposed changes to NHCs home ownership programs resulting from the Blueprint for Action.

Status: The Blueprint for Action on Housing includes several actions that call for further review and development of homeownership program options.

- Monitor the success and impact of the homeownership programs.

Status: NHC centralized its homeownership application process to its headquarters office in Arviat in spring 2015. The NHC is evaluating the centralization of the Homeownership Program process to determine if the changes have improved the effectiveness of the process.

- Promote homeownership in Nunavut through publicity and promotion as well as through education and counseling.

Status: The NHC is continuing with its centralized toll free number to provide support for homeownership applicants. The NHC is continually updating its website to improve access to homeownership program material. The NHC has also updated and simplified its homeownership program brochure.

Priorities (2017-18)

- Monitor the success and impact of the homeownership programs.
- Promote homeownership in Nunavut through publicity and promotion as well as through education and counseling.

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.
- The NHC will identify priority areas of collaboration with LHOs to assess the feasibility of expanding LHO maintenance services to homeowners.
- The NHC will complete the project-scoping stage to assess the feasibility of a base level maintenance grant for homeowners.
- The NHC will develop a work plan to guide a review of the NDAP, an evaluation of past homeownership programs, and a jurisdictional review of homeownership programs across Canada.
- The NHC will establish a work plan for the development of a plain language “Toolkit for Renters and Homeowners.”
- 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.

Priorities (2018-19)

- Continue to implement activities for the Blueprint for Action on Housing.
- Monitor the success and impact of the homeownership programs, and the program process through the NHC.

- Promote homeownership in Nunavut through publicity and promotion as well as through education and counseling.

Priorities (2019-20)

- Continue to implement activities for the Blueprint for Action on Housing.
- Monitor the success and impact of the homeownership programs, and the program process through the NHC.
- Promote homeownership in Nunavut through publicity and promotion as well as through education and counseling.

APPENDIX I. Financial Summary

Branch	2016 - 2017		2017 - 2018		2018 - 2019		2019 - 2020	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Headquarters								
Salary	5,563	48.0	5,563	50.0	5,300	48.0	5,300	48.0
Grants & Contributions	-		-		-		-	
Other O&M	1,904		1,904		1,904		1,904	
Subtotal	7,467		7,467		7,204		7,204	
Debt Repayment								
Salary	-	-	-	-	-	-	-	-
Grants & Contributions	-		-		-		-	
Other O&M	14,307		13,271		13,271		13,271	
Subtotal	14,307		13,271		13,271		13,271	
District Offices								
Salary	7,221	49.0	7,221	49.0	7,221	49.0	7,221	49.0
Grants & Contributions	-		-		-		-	
Other O&M	1,776		1,776		1,776		1,776	
Subtotal	8,997		8,997		8,997		8,997	
Affordable Housing (Public Housing)								
Salary	-	-	-	-	-	-	-	-
Grants & Contributions	142,706		143,986		143,986		143,986	
Other O&M	-		-		-		-	
Subtotal	142,706		143,986		143,986		143,986	
Affordable Housing (Staff Housing)								
Salary	2,264	17.0	2,264	17.0	2,264	17.0	2,264	17.0
Grants & Contributions	-		-		-		-	
Other O&M	51,957		53,285		53,285		53,285	
Subtotal	54,221		55,549		55,549		55,549	
Total	227,698	114.0	229,270	116.0	229,007	114.0	229,007	114.0
Less: CMHC Contribution and Other Revenue	(31,521)	(6.0)	(29,427)	(8.0)	(29,427)	(8.0)	(29,427)	(8.0)
Total Funded	196,177	108.0	199,843	108.0	199,580	106.0	199,580	106.0

APPENDIX II. Inuit Employment Targets

INUIT EMPLOYMENT PLAN

The Nunavut Housing Corporation is fully committed to reaching Article 23 of the Nunavut Land Claim Agreement goal for Inuit employment and plans to increase Inuit employment in the fiscal year 2017-2018 and future years.

Departmental Inuit Employment Targets				
	As of Sept. 30, 2016		As of March 31, 2018	
	Capacity	%	Capacity	%
Total Department Positions	122		116	
Total Filled Positions	85	70%	98	84%
Total Vacancies	37	30%	18	16%
Total Inuit	32	38%	37	38%
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%	8	89%
Total Vacant Senior-Management Positions	1	11%	1	11%
Total Inuit in Senior-Management Positions	1	13%	1	13%
Total Middle-Management Positions	22		22	
Total Filled Middle-Management Positions	20	91%	19	86%
Total Vacant Middle-Management Positions	2	9%	3	14%
Total Inuit in Middle-Management Positions	1	5%	1	5%
Total Professional Positions	29		27	
Total Filled Professional Positions	12	41%	19	70%
Total Vacant Professional Positions	17	59%	8	30%
Total Inuit in Professional Positions	4	33%	5	26%
Total Paraprofessional Positions	40		36	
Total Filled Paraprofessional Positions	29	73%	32	89%
Total Vacant Paraprofessional Positions	11	29%	4	11%
Total Inuit in Paraprofessional Positions	13	45%	13	41%
Total Administrative Positions	20		20	
Total Filled Administrative Positions	14	70%	18	90%
Total Vacant Administrative Positions	6	30%	2	10%
Total Inuit in Administrative Positions	12	86%	16	89%

Capacity

For a long time, the NHC's human resources capacity had been limited, particularly given the increase in the Corporation's housing stock and level of program delivery. In 2014, the NHC completed a comprehensive internal organizational review to determine how current staffing capacity meets organizational requirements, to identify deficiencies in staffing, and to make recommendations to resolve gaps.

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 September, 2016, the NHC had 24 staffing competitions underway with 15 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 help achieve these objectives, NHC formed an Inuit Employment Plan advisory committee. This committee is focusing on exploring flexible, creative solutions to address this priority. It is important to note, however, that the NHC must address certain challenges to achieve this target. These challenges are outlined in the following section.

As of September 30, 2016, the total number of approved positions was 122.

The NHC has filled 85 of its 122 positions, with a vacancy rate of 30%. The total number of Inuit hired by the NHC is 32 for an IEP rate of 38%.

For the year 2017-18, the NHC is targeting to fill 84% of approved positions (98 of the 116 positions). Of those positions, 38% (37 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 August 31, 2016, there were 353 LHO positions funded by the NHC of which 342 positions were filled. Of these positions, 299 were filled by Inuit. This equates to an LHO IEP rate of 87%. Combining these figures with NHC's staffing levels results in 475 positions, of which 428 were filled, and 331 were Inuit, for a consolidated IEP rate of 77%.

Priorities 2015-2018

To meet the challenge of achieving a higher level of Inuit employment, the NHC is considering how the Department of Executive and Intergovernmental Affairs' Sivuliqtiksats (Internship) and Mentorship Programs can assist the NHC in targeting the recruitment and retention of Inuit in senior management, para-professional, professional, middle management and eventually senior management.

The NHC also makes use of tools, such as the training and development courses provided by the Department of Executive and Intergovernmental Affairs, to assist Inuit employees with the goal of advancing their employment within the NHC.

Furthermore, the NHC supports continuous learning with the objective of providing opportunities to Inuit employees who wish to enhance their skills and pursue career opportunities. The development of Inuit staff will allow for the filling of positions that become vacant within the Corporation.

- NHC enrolled one Inuk into the Hivuliqtikhanut Program – Supervisor Series
- Sivumuaqatigiit Divisional staff were invited to make presentations to the NHC Inuit Employment Committee on the various program and services EIA offers.

Priorities (2016-2017)

The NHC is committed to supporting Inuit staff through performance management, on-the-job training and by encouraging continuous learning. NHC's IEP Committee continues to support the Corporation's initiatives to identify areas for employee succession, including surveying existing staff to determine interest in advancement and finding ways to adapt existing programs to suit the needs of the employee.

By March 2017, NHC is targeting to increase Inuit employment by two positions in the administrative categories primarily through restricted competitions. In the next three years, the NHC will include the following initiatives to increase Inuit employment:

- Identify Inuit within LHOs that have the requisite skills for secondment to professional, para-professional, and administrative roles within the NHC. This will provide the staff with skills and corporate exposure to assist them in moving into permanent roles within the corporation.

Status: The NHC currently has one secondment in effect in the NHC's Kivalliq District office where the individual has been seconded from the Arviat Housing Association. The NHC will continue to pursue secondment opportunities, and will provide recruitment support to LHOs through its training and development staff.

- Coordinate efforts with EIA, Family Services and other GN departments and agencies to assist the Corporation and LHOs in providing specialized and managerial training to eligible Inuit.

Status: NHC continues to use of developmental transfer assignments to support Inuit who wish to move from administrative and para-professional job categories to professional and middle management positions.

- The IEP Committee will explore creative ways to facilitate additional learning/training opportunities for staff.

Status: NHC has accessed Can-Nunavut Job Grant funding to provide training to existing staff. This supports Inuit employees in transitioning into higher positions within the Corporation.

- NHC continues to ensure that all construction contracts include a requirement to hire local apprentices and works through its District Offices and LHOs to identify potential Inuit tradespeople with the required skill qualifications to fill other skilled trade roles.

Status: NHC supports the use of internships and apprenticeships to increase Inuit employment within the Corporation, and is currently developing an internal internship with the Community Development Officer –Technical. NHC will continue to be proactive in reaching out to NAC students, particularly in the Trades Access, and Pre-Apprenticeship programs, including provision of employer commitment letters.

March 31, 2017 Inuit Employment Target Positions – 3

- Nunavut Housing Corporation has filled 100% of their target positions (3). Three additional NHC positions outside of the Inuit employment targets were also filled with Inuit and NHC has reached an overall milestone of 38% Inuit employment as of September 2016.

In 2016-17, to continue this path of enhancing the number of Inuit, Nunavut Housing Corporation also instigated the following activities:

- Ensuring that all administrative job category positions are filled with Inuit. All administrative position postings will be restricted to Inuit. Currently the NHC has 20 PYs in the administrative job category, with 6 vacant positions.
- The NHC continues to hire students, including students from the Nunavut Sivuniksavut (NS) program during the summer months. In 2016, the NHC was able to extend the employment of one Nunavut Sivuniksavut student to support their continued learning until they return to school for further education.
- NHC actively recruited a Nunavut Arctic College (NAC) student who was in the process of completing the Office Administration Program. The student successfully completed a practicum with the NHC. By giving Inuit students work experience, it is hoped that they may eventually return to the Corporation in full-time indeterminate positions.

Priorities (2017-2018)

Nunavut Housing Corporation is committed to supporting Inuit staff through performance management, on-the-job training and by encouraging continuous learning. NHC's IEP Committee continues to support the Corporation's initiatives to identify areas for employee succession, including surveying existing staff to determine interest in advancement and finding ways to adapt existing programs to suit the needs of the employee.

The Blueprint for Action on Housing has identified local workforce development as a key issue facing Nunavut. The document sets out several actions that would not only develop the local workforce, but would work to eventually increase Inuit employment rates.

- The NHC will review positions within NHC and LHOs to assess the effectiveness and suitability of current occupational standards. (45)

By March 2018, NHC is targeting to increase Inuit employment by five positions, one in the professional category, and four in the administrative category, primarily through restricted competitions. NHC will also include the following initiatives:

- 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.
- The NHC will continue to support and employ NAC and NS students to further their training and increase skilled the Inuit workforce.

It is important to recognize that the nature of many of the Community Development Officer (CDO) positions makes it a challenge to retain local applicants within the NHC. CDO Technical, CDO Maintenance, CDO Programs, and CDO Finance positions are subject matter experts requiring specialized qualifications such as an accounting designation, an engineering or architectural qualification or qualification as a journeyman in a trade. In an effort to underline NHC's refocused direction for increased District support for LHO capacity building, the NHC centralized the processing of homeownership programs at its Headquarters in Arviat in 2015. This will allow District CDO Program positions to devote more time and attention in providing support to LHOs to help build their capacity locally.

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NUNAVUT
ARCTIC
COLLEGE

Nunavut Arctic College

Business Plan

2017-2020

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INTRODUCTION

Nunavut Arctic College (NAC) is a public agency that was continued through the *Nunavut Arctic College Act*. NAC was originally created on January 1, 1995. As a public agency, NAC is listed under Schedule B of the *Financial Administration Act (FAA)*, and as such is considered a territorial corporation. Territorial corporations are considered to be at “arms-length” from the Government of Nunavut. Part IX of the *FAA* provides the governing framework for territorial corporations.

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 of the College for the present and future benefits of Nunavummiut.

The purpose of NAC is to deliver adult and post-secondary education, including the delivery of university level programs. NAC currently delivers three university degree level programs. Our University partners confer the degrees to students who have successfully completed the program. NAC not only provides adult basic education and a variety of vocational programs, but also specific targeted training, such as Applied Suicide Intervention Skills Training (ASIST), leadership development, marine and fisheries training, trade and pre-trades programing, and office administration. Additionally, NAC also promotes the expansion and retention of knowledge through its applied research work at the Nunavut Research Institute and through its efforts to expand publishing and resource development.

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 students in learner-centered programs;
- Supporting learners through personal interaction, small scale learning environments, and sensitivity to the needs of students;
- Integrating Inuit culture and knowledge into our programs.

We value a positive and productive learning and working environment by:

- Offering innovative programs to meet the requirements of a wide range of learners;
- Providing services that acknowledge learners as multi-faceted individuals and promote student success in all areas of life: as workers, community members, volunteers, family members, and parents;
- Establishing and achieving College objectives through the application of research and transparent practices, and through the services of Nunavut Research Institute establishing the highest research standards.

We value strong connections to the communities we serve by:

- Utilizing community-based delivery models for programs;
- Valuing exchange and interaction with communities and acknowledging the community's role in establishing educational priorities for the College.
- 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 Inuit language and culture.
- Involves Elders as an integral part of College life.
- Promotes an understanding of Inuit culture and language.
- Values students' connections to family and community.
- Prepares students for meaningful careers and healthy lives.
- Places the well-being of students first and provides a strong caring network of support.
- Promotes learning as a positive life-changing experience, involving the whole person body-mind-spirit.
- Encourages the personal, professional, and academic development of students and staff.
- Engages learners as active participants in all aspects of learning and evaluation.
- Ensures graduates meet national standards.

STRATEGIC LINK TO Sivumut Abluqta: Stepping Forward Together

Nunavut Arctic College is committed to working with the Government of Nunavut to achieve the objectives and priorities of *Sivumut Abluqta: Stepping Forward Together*.

Self-reliance and optimism through education and training: Nunavut strives to have a wider range of options for education, adult learning, and training. Nunavut Arctic College will continue to:

- *Work on the Equipment Training Centre and Mine Training Centre of the Nunavut Trade School and Trades Training Strategy will continue. The College will enhance partnerships for apprenticeships. Future initiatives will expand training capacity for mining occupations and Heavy Equipment operation and repair.*
- *Through its sector partners, increase post-secondary opportunities in all occupational categories from career training to professional education with an emphasis on workforce development.*
- *Support academic readiness and increase access to post-secondary programs by increasing delivery of Pre-trades, Adult Basic Education, Pre-Nursing, College Foundations, and Pathway to Adult Secondary School Diploma.*
- *Further integrate and enhance Inuit language and culture into and through all programs and services.*

Strategic Goals

The Board of Governors of Nunavut Arctic College has established four strategic goals. The strategic goals will be achieved within the broader context of the vision, guiding principles and priorities of *Sivumut Abluqta: Stepping Forward Together*.

- **Communities: Improving Programs and Services to Communities**

The continuing need for more adult learning opportunities accessible in the communities has been an ongoing priority. Offering a diversity of programs in communities leads to further training for employment.

- **Culture: Building a Culturally Responsive College**

The Board of Governors wishes to ensure that Inuit language and culture are the foundation for adult learning at Nunavut Arctic College. The Board welcomes partnership opportunities with communities, schools, regional Inuit associations, and industry. The Board of Governors values the participation of Elders in the learning of its students. The Board of Governors considers the establishment of bilingual learning environments to be a need and supports the development of bilingual learning materials.

- **Excellence: Achieving Academic Excellence**

The Board of Governors supports appropriate academic standards for all programs. The Board of Governors values entrance standards that recognize the different abilities and accomplishments of adult learners and exit standards recognized by employers and the

College's post-secondary partners. Recognition of Prior Learning will be incorporated into all programs. All programs are expected to provide appropriate Inuit content, community access, and transition-to-work experiences; and undergo periodic quality review and meet acceptable performance standards. It is an important priority to provide the necessary support to students when they attend Nunavut Arctic College. The Board of Governors has made it a priority to ensure that our student services division receives the necessary resources to provide student services that meet or exceed national standards.

- **Strength: Strengthening College Systems and Operations**

The Board of Governors recognizes its duty to oversee the management of Nunavut Arctic College in the best interests of both the College and Nunavummiut at large, while recognizing its accountability to the Minister. Nunavut Arctic College works with the 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 GN departments to coordinate adult learning and training activities in Nunavut to ensure the wise use of its resources.

ENVIRONMENTAL SCAN

The core business of Nunavut Arctic College is education and training for employment 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 for the implementation of the Uqausivut Plan. The transfer of Piquusilirivvik has enhanced the College's capacity to deliver culturally appropriate programs. This will be further enhanced by the creation of an Inuit Language 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 (2011 Census). Approximately 54% of Nunavummiut over the age of 25 do not have a high school diploma or equivalency, compared to 16% of Canadians over 25 who do not have a high school diploma or equivalency (Source: CANSIM 282-0004). Lower educational attainment is reflected in lower employment and earnings. There is a pressing need to encourage and enable mature students to acquire the academic foundations needed to be successful in higher education and employment. This will focus efforts on community delivery of programs.

Federal funding of Adult Basic Education enabled the development and implementation of relevant community program delivery. The new Pathways to Adult Secondary School Program will provide opportunities through distance learning to earn a Nunavut Grade 12 Diploma.

- **Economic Growth**

Specific to work force development, there is an ongoing employment demand in the construction, mining, and trades industry. 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**

Unlike the rest of Canada (2011 Census), the 20-40 year-old population is being followed by a larger 0-19 year-old population. In order to be proactive, it is necessary to build the adult learning and training capacity needed in the near future to serve the Nunavut society and economy.

- **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 students 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 e-learning.

The Board of Governors views e-learning as an opportunity to increase student enrollment and accessibility to its programs. At the same time, the lack of bandwidth is a challenge that must be addressed. The College continues to work with its partners and the Department of Community and Government Services' IPS Division to mitigate bandwidth issues and find cost effective solutions for the delivery of distance learning.

- **Institutional Development**

The *Nunavut Arctic College Act* came into force in 2011, which further clarifies the responsibilities and authorities of the College. The ability to work with other post-secondary institutions in delivering university courses provides the College with degree granting authority, which positions the College for strong future program delivery in the territory.

INUIT EMPLOYMENT PLAN

Nunavut Arctic College shares the objective of Article 23 of the *Nunavut Land Claims Agreement* "to increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level". Nunavut Arctic College contributes in two ways. First, it strives to increase the employment of Beneficiaries in the College. Second, it strives to increase the number of Beneficiary graduates from its programs thereby enabling more Beneficiaries to be eligible for employment in Nunavut.

Departmental Inuit Employment Targets				
Nunavut Arctic College	As of Sept. 30, 2016		As of March 31, 2018	
	Capacity %		Capacity %	
Total Department Positions	222.6		230.6	
Total Filled Positions	170	76%	194.5	84%
Total Vacancies	52.6	24%	36.1	16%
Total Inuit	91	54%	123	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	1	50%	2	100%
Total Senior-Management Positions	8		8	
Total Filled Senior-Management Positions	4	50%	7	88%
Total Vacant Senior-Management Positions	4	50%	1	13%
Total Inuit in Senior-Management Positions	2	50%	2	29%
Total Middle-Management Positions	27		27	
Total Filled Middle-Management Positions	24	89%	25	93%
Total Vacant Middle-Management Positions	3	11%	2	7%
Total Inuit in Middle-Management Positions	11	46%	12	48%
Total Professional Positions	122.1		127.1	
Total Filled Professional Positions	89	73%	98	77%
Total Vacant Professional Positions	33.1	27%	29.1	23%
Total Inuit in Professional Positions	35	39%	48	49%
Total Paraprofessional Positions	20.5		21.5	
Total Filled Paraprofessional Positions	17	83%	18.5	86%
Total Vacant Paraprofessional Positions	3.5	17%	3	14%
Total Inuit in Paraprofessional Positions	11	65%	17	92%
Total Administrative Positions	43		45	
Total Filled Administrative Positions	34	79%	44	98%
Total Vacant Administrative Positions	9	21%	1	2%
Total Inuit in Administrative Positions	31	91%	42	95%

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 NAC 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.

Priorities (2016-17)

- Recognizing several NAC Managers are eligible for retirement, NAC will actively seek internship positions from the Sivuliqtiksat Program.
Status: Two positions have been successful in receiving Sivuliqtiksat Program funding. The College is currently looking for other potential positions to submit proposals.
- Continue to support the Instructor Development Program in partnership with the University of New Brunswick and target Adult Educators who are beneficiaries.
Status: After consideration, the College has decided not to pursue the partnership with the University of New Brunswick. The College is currently exploring other options for the development and delivery of an Instructor Development Program to meet the needs of instructors and which can be delivered in a cost effective manner while enhancing program relevance and quality.
- Through the College's Inuit Employee Internal Committee identify and remove barriers for Inuit Employment within the college.
Status: The Inuit Employment Internal Committee has made a series of recommendations as part of the overall GN barrier removal project and will continue to advise the College in ways it can continue to remove barriers for Inuit Employment.

March 31, 2017 Inuit Employment Target Positions – 11

- Nunavut Arctic College has filled one of the target positions with a beneficiary and has several positions advertised as “open until filled”. Some non-beneficiaries 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 beneficiary on a two-year internship.

Priorities (2017-18)

- NAC is creating a Manager of Human Resources Intern for a three-year term.
- NAC will continue to post competitions as indeterminate for Nunavut Land Claim beneficiaries only.

CORE BUSINESS

The core business of Nunavut Arctic College is training for employment through the delivery of adult learning and training to adult Nunavummiut throughout Nunavut. Our goal is building self-reliant communities and families through training and employment.

Nunavut Arctic College's programs and services are accessible from many different locations throughout Nunavut. With the exceptions of Whale Cove, which is being constructed, and Grise Fiord, which is being designed, there are GN owned Community Learning Centres in all Nunavut communities.

Nunavut Arctic College is continually seeking opportunities to advance opportunities for Nunavummiut in Post-Secondary education. Starting in 2017-18, the College will be offering a Law Program, and this has been added to the Core Business of the College.

Other facilities include headquarters in Arviat, the Nunavut Research Institute in Iqaluit, the Igloolik Oral History Research Centre, Piquusilirivvik Centre in Clyde River, and the regional campuses in Cambridge Bay, Iqaluit, and Rankin Inlet.

The programs and services of Nunavut Arctic College are significantly decentralized. For the purposes of this Business Plan, they are grouped together into nine business lines. The table below includes both Main Estimates core funding of \$37,619 and Third Party funding of \$14,007 for a total College budget in 2017-18 of \$51,626. The seven academic program lines together represent 73.21 % of the total 2017-18 budget of Nunavut Arctic College.

	Budget (\$000)			
	2016-17	2017-18	2018-19	2019-20
Inuit Language & Culture	6,808	6,863	6,863	6,863
Community & Distance Learning	8,033	9,083	9,083	9,083
Business Careers & Workforce Development	1,831	2,164	2,164	2,164
Education Careers	7,057	7,738	7,738	7,738
Health & Wellness Careers	3,151	4,149	3,969	3,969
Trades & Technology Careers	3,768	4,184	4,184	4,184
Nunavut Research Institute	1,799	2,001	2,001	2,001
Student Services	5,193	5,518	5,518	5,518
Administration Services	7,862	8,314	8,314	8,314
Law Program	-	1,612	1,707	1,908
Total	45,502	51,626	51,541	51,742

Inuit Language and Culture

The Inuit Language and Culture division has both specific program delivery responsibilities and general program quality responsibilities. Its general responsibility is to support and ensure appropriate Inuit language and culture content in all College programs. Its activities are supported with advice from the Language and Culture Committee.

Objectives

- To lead the building of a culturally responsive college.
- To support the establishment of bilingual learning environments.
- To support the inclusion of appropriate Inuit content in all programs.
- Collect Inuit oral histories.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Language Programs		739	768	768	768
This section includes Inuit language programs such as the Inuit Studies and Interpreter/Translator Diploma programs.					
Culture Programs		897	895	895	895
This section includes Inuit culture-based programs such as the Jewelry and Metalwork and the Fur Production and Design Diploma programs.					
Oral History Project		263	291	291	291
The Igloolik Oral History Research Centre collects and documents traditional Inuit knowledge by interviewing Elders and digitizing its traditional oral collection and publishing learning resource materials.					
Piqusilirivvik Centre		3,649	3,649	3,649	3,649
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		5,548	5,603	5,603	5,603
Third Party Contracts		1,260	1,260	1,260	1,260
The Funding supports the implementation of the Inuit Language and Culture Centre of Excellence, resource development, and the delivery of Language Training for GN employees.					
Total, Programs		6,808	6,863	6,863	6,863

Priorities (2016-17)

- Deliver advanced cultural program at Piqusilirivvik.
Status: Advanced program is being delivered to returning students and more experienced students at Piqusilirivvik.

- Negotiate credit transfer agreements with University partners for Inuit Studies and Interpreter Translator programs.
Status: Negotiations have been initiated with a number of national and international partner Universities.
- Develop courses on traditional knowledge for Government of Nunavut employees. Conduct a feasibility study on the development and the delivery of a Bachelor Degree in Fine Arts and explore for potential partnerships.
Status: Courses and programs have been developed in partnership with the Department of Environment for the Hunter Education series. Initial discussions and consultations have occurred regarding the development of a Fine Arts Program in Nunavut in cooperation with the Department of Economic Development and Transportation, and Culture and Heritage.
- Continue to expand and develop publishing through NAC Media.
Status: Production of learning resources continues to grow. There are currently 26 publications being developed by various partners, authors and editors. Most of these resources will be available in Inuktitut.

Priorities (2017-18)

- Begin delivery of traditional knowledge courses to Government of Nunavut employees.
- Explore the feasibility of delivering specific Piqqusilirivvik programs through Community Learning Centres.
- Develop new research projects through Piqqusilirivvik and associated publications.

Priorities (2018-19)

- Initiate the development of a multimedia and communication program for students.
- Continue to assess the opportunities to deliver specific Piqqusilirivvik programs at Community Learning Centres.
- Create a summer institute with a variety of programs at Piqqusilirivvik, around culture, leadership, language, and education.
- Finalize plan for the implementation of a Fine Arts Program in collaboration with the Department of Economic Development and Transportation and Culture and Heritage.

Priorities (2019-20)

- Continue the development of a multimedia and communication program, solidify partnerships and transfer agreements with partner institutions.
- Initiate the delivery of the new Fine Arts Program at Nunatta Campus.
- Find and develop mechanisms for transfer agreements to credit based programs for students completing the Piqqusilirivvik programs.

Community and Distance Learning

The Community Learning Centres (CLCs) are all staffed with an Adult Educator. They initiate and coordinate programs, support adult learners, assess community needs, and are the first point of contact for those wanting information or access to College programs and services. Adult Educators offer Adult Basic Education (ABE), literacy, and pre-employment and academic readiness programs in preparation for College entry or work. Select CLCs offer the Office Administration program and the College Foundations program, which prepares students 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 (PASS) graduation program throughout Nunavut. The first semester of the Fur Production and Design program is offered in each region annually. The Continuing Education section offers evening classes at Nunatta Campus and coordinates third party contracts.

Objectives

- To lead the improvement of programs and services to communities.
- To develop community-based distance learning capacity.
- To increase accessibility of career and academic readiness programs in communities.
- To increase the number of adults with high school diplomas.
- Obtain third party funding for community-based delivery of programs other than ABE.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Kitikmeot CLCs Supports CLCs in Cambridge Bay, Gjoa Haven, Kuugaaruk, Kugluktuk, and Taloyoak.		1,002	1,033	1,033	1,033
Kivalliq CLCs Supports CLCs in Arviat, Baker Lake, Chesterfield Inlet, Coral Harbor, Rankin Inlet, Repulse Bay, and Whale Cove.		1,374	1,416	1,416	1,416
Qikiqtani CLCs Supports CLCs in Arctic Bay, Cape Dorset, Clyde River, Grise Fiord, Hall Beach, Igloolik, Iqaluit, Kimmirut, Pangnirtung, Pond Inlet, Qikiqtarjuaq, Resolute Bay, and Sanikiluaq.		2,737	2,780	2,780	2,780
Academic Studies Based at Nunatta Campus, offers the College Foundation and Office Administration programs.		570	595	595	595
PASS The Pathway for Adult Secondary School Graduation (PASS) program provides adult learners with the option to earn the same Nunavut Secondary School Diploma as those students who have achieved their Diploma through the traditional high school route. PASS is a hybrid of face-to-face instruction and distance learning.		1,100	1,119	1,119	1,119

Sub-Total Base Programs	6,783	6,943	6,943	6,943
Third Party Contracts	1,250	2,140	2,140	2,140
Supports the delivery of literacy, adult basic education, pre-employment, office administration, and pre-trades training programs, in addition to special initiatives such as the Career Development Practitioner Certificate Program and the Nunavut Fisheries and Marine Training Consortium (NFMTC) programs.				
Total Programs	8,033	9,083	9,083	9,083

Priorities (2016-17)

- Integrate learning technologies into more community-based programs using a blended learning model, which uses both distance learning and face-to-face delivery.
Status: The College continues to integrate learning technologies into their programs. As an example, work is underway through the MOU with the College of the North Atlantic to establish an online Portfolio Development course by 2017-18.
- Provide training to Adult Educators in the use of learning technologies.
Status: The College provided training to Adult Educators on the use of learning technologies. Sessions were held in August 2016 to provide training on the use of the online platforms and how to set up blended learning environments including the use of smart boards.
- Continue the rollout of the Getting Ready for Employment and Training (GREAT) program in partnership with the Department of Family Services.
Status: The G.R.E.A.T. program is being delivered in 11 communities. The program was revised based on feedback received from Family Services, NAC administration, and instructors. The program was extended to 14 weeks long and an additional course was added (Introduction to Computers).
- In light of the Memorandum of Understanding with the Fisheries and Marine Institute of the Memorial University of Newfoundland, continue to pursue training opportunities for Nunavummiut in fisheries and marine industries.
Status: The College currently delivers Pre-Training courses on fisheries and marine industries in Iqaluit.
- Explore for new partnerships for funding of Community and Distance Learning Programs.
Status: The College has collaborated with partners on potential new funding opportunities.
- Finalize a MOU with a College partner to provide additional online courses to support community-based delivery of select post-secondary courses such as in the fields of tourism, entrepreneurial studies, and Early Childhood Education.

Status: The College had initial discussions with other jurisdictions on the potential for additional online courses. The College has decided that the core of this initiative will be integrated into the University Feasibility Study.

Priorities (2017-18)

- Enhance industrial and mine training capacity at the regional level in the Baker Lake and the Pond Inlet Community Learning Centres.
- Sustain continuous Adult Basic Education programming through the Distance Learning Division.
- Expand Distance Learning to make select courses from College programs accessible to students in all communities.

Priorities (2018-19)

- Expand Academic Studies programming to the Cambridge Bay Campus.
- Continue to integrate learning technologies into more community-based programs using a blended learning model.

Priorities (2019-20)

- Continuation of the Getting Ready for Employment and Training (GREAT) program in partnership with the Department of Family Services.

Business Careers and Workforce Development

The principal career programs in this division are Management Studies and Office Administration. This division also manages the Municipal Training Organization and GN Staff Training contracts.

Objectives

- To train qualified candidates for employment by Nunavut organizations, including businesses, the Government of Canada, and entities under the Nunavut Land Claims Agreement, and the Government of Nunavut.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Business Programs		951	984	984	984
The principal career programs are the Management Studies diploma and the Office Administration certificate.					
Sub-Total, Base Programs		951	984	984	984

Third Party Contracts 880 **1,180** 1,180 1,180
 Supports delivery of training for computer systems technicians, municipal, and government employees. The continued delivery of the Applied Accounting Degree, in partnership with Grant MacEwan University, is also supported by third party funding.

Total, Programs	1,831	2,164	2,164	2,164
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Priorities (2016-17)

- Finish the development of coursework on Entrepreneurship training.
Status: The College did not complete the development of coursework for Entrepreneurship training due to capacity issues. This priority will be deferred to 2017/18.
- Conduct a review of the Bachelors of Business and Accounting pilot projects.
Status: The College did not conduct a review of the Bachelors of Business and Accounting pilot projects due to capacity issues. This priority will be deferred to 2017/18.
- Assess the feasibility of developing a program in the hospitality sector.
Status: The College found that developing a program in the hospitality sector was feasible. Curriculum material has been developed.
- Review the Bachelors of Business Accounting partnership with Grant MacEwan University.
Status: The College did not conduct a review of the Bachelors of Business and Accounting partnership with Grant MacEwan University due to capacity issues. This priority will be deferred to 2017/18.
- Begin the migration of the GN’s Leadership Development Series training platform from outside contractors to Community and Distance Learning.
Status: Initial discussions have taken place with the Department of Executive and Intergovernmental Affairs on transferring the delivery of this program to the College.
- Secure base funding for the ongoing delivery of the Computer Systems Technician Diploma program.
Status: The College did not secure base funding for the ongoing delivery of the Computer Systems Technician Diploma program in the current year. The College will continue efforts to secure ongoing funding for this program.

Priorities (2017-18)

- Develop an entrepreneurial training program for the private sector, along with a plan for delivery options and funding sources.
- Conduct a review of Management Studies program curriculum.
- Conduct a review of the Bachelors of Business and Accounting pilot projects and partnership with Grant MacEwan University.
- Review funding options for the Tourism program with Community Programs Division.

- Deliver a training program on the hospitality sector.

Priorities (2018-19)

- Review the effectiveness of the Management Studies and Office Administration on-line training programs.
- Conduct a review of Office Administration Curriculum.
- Perform a Curriculum review for Computer Systems Technician Diploma program.

Priorities (2019-20)

- Explore options to deliver another Accounting Technology Certificate. Funding would need to be secured and enough qualified students (Management Studies Diploma Graduates) interested.
- Review options to transfer delivery of the Hivuliqtikhanut Emerging Leaders Program from the Department of Executive and Intergovernmental Affairs.

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)	2016-17	2017-18	2018-19	2019-20
Teacher Education		2,908	2,961	2,961	2,961
The Nunavut Teacher Education Program trains bilingual elementary and middle school teachers in partnership with the University of Regina. The full B.Ed. program is offered at Nunatta Campus, as well as a Degree after Education Program for individuals who already hold an undergraduate degree. This funding supports the Nunavut Teacher Education Program in Iqaluit, Taloyoak, and Rankin Inlet.					
Early Childhood Education		1,287	1,916	1,916	1,916
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.

Sub-Total, Base Programs	4,195	4,877	4,877	4,877
Third Party Contracts	2,862	2,861	2,861	2,861
The funding supports the delivery of the Nunavut Teacher Education Program in Cape Dorset, Kugaaruk, Hall Beach, Pond Inlet, Clyde River, Arviat, and Sanikiluaq.				
Total, Programs	7,057	7,738	7,738	7,738

Priorities (2016-17)

- Develop options paper for the delivery of a Master of Education degree program and continue to explore for potential university partners.
Status: An options paper is currently being developed and initial discussions have been initiated with potential partner universities. The College will explore options to secure base funding for delivery of the program. This work continues to remain a priority for the College.
- Deliver the Early Childhood Education Diploma in Kitikmeot/Kivalliq/Qikiqtani.
Status: The Early Childhood Education Diploma is currently being delivered in Iqaluit and Pond Inlet. The Applied Early Childhood Education Certificate is currently being delivered in all three regions at the Community Learning Centres and worksites.
- Commence delivery of the Nunavut Teacher Education program in another Qikiqtani community after the end of the Nunavut Teacher Education program in Hall Beach.
Status: The College conducted a review of the Nunavut Teacher Education program. The College has enhanced the program based on this review. Four new programs will be delivered in all three regions, with a new and enhanced Nunavut Teacher Education program, planned for delivery in 2017-2018.
- Assess the feasibility of delivering a Student Support Assistant program on behalf of the Department of Education.
Status: The feasibility study of delivering the Student Support Assistant program is expected to be completed by the end of the academic year. The College anticipates potential delivery options of this program in 2017-18.
- Review the Bachelor of Education partnership with the University of Regina.
Status: A review committee has been established and has begun to review the program. The College anticipates the review to be completed in June 2017. It is expected that the updated program will be ready for delivery in September 2017.

Priorities (2017-18)

- Commence delivery of the enhanced Nunavut Teacher Education Program in all three regions.
- Deliver pilot early childhood Education courses for early childhood education directors.

- Continue plans to deliver a Master of Education degree program.
- Assess and begin delivering a Student Support Assistant program on behalf of the Department of Education.

Priorities (2018-19)

- Increase the number of specialized education support programs delivered by the Nunavut Arctic College in partnership with the Department of Education.
- Commence delivery of the Nunavut Teacher Education Program in another Kitikmeot community once completed delivery in Taloyoak.

Priorities (2019-20)

- Assess the effectiveness of the delivery of Nunavut Teacher Education Programs in all three regions.
- Initiate the development and delivery of specialized education support programs in partnership with the Department of Education.

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)	2016-17	2017-18	2018-19	2019-20
Nursing Degree Program Nunatta Campus offers four years of a B.Sc. in Nursing in partnership with Dalhousie University.		2,095	2,082	2,082	2,082
Social Services Worker Program The Kitikmeot Campus offers the Social Services Worker Program.		586	1,467	1,287	1,287
Sub-Total, Base Programs		2,681	3,549	3,369	3,369
Third Party Contracts Course offerings are determined by the training needs of the Department of Health and the Department of Family Services. Nunatta Campus also offers various part-time and full-time health care programs, as identified and funded by the Department of Health, such as Community		470	600	600	600

Health Representatives, Home & Continuing Care Workers, Midwives, and Maternity Care Workers.

Total, Programs	3,151	4,149	3,969	3,969
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Priorities (2016-17)

- Identify funding for the development and delivery of on-line science courses to support student success and readiness for the Pre-Nursing and Nursing programs.
Status: The College will conduct a review of the science curriculum to ensure it meets the needs of students before it is made available online.
- Offer year one of the new Social Services Worker Diploma program.
Status: The College was not able to complete final work for the delivery of a 2016-2017 program. Year one offering will occur in 2017-2018.
- Continue to implement the recommendations of the Registered Nurses Association of the Northwest Territories and Nunavut report.
Status: The College has implemented fourteen of the fifteen recommendations made in the Registered Nurses Association of the Northwest Territories and Nunavut report. The one remaining recommendation (tools for students' success) has been partially implemented.
- Review the Bachelor of Science in Arctic Nursing partnership with Dalhousie University.
Status: The Dalhousie University is currently revising their nursing curriculum, and while the Bachelor of Science in Arctic Nursing is a distinct program, it will require corresponding updates to ensure consistency.

Priorities (2017-18)

- Review and revise science curriculum to better support students preparing for the Pre-Nursing and Nursing programs.
- Review initial offering of the Pre-Nursing program and update the curriculum as necessary.
- Offer year one of the new Social Services Worker Diploma program.

Priorities (2018-19)

- Review training opportunities for practicing Nunavut Nurses to ensure the College provides adequate support.
- Identify funding for the development and delivery of on-line science courses to support student success and readiness for Pre-Nursing and Nursing Program.
- Identify possible electives for the Pre-Nursing Program in preparation for other health related programs.

Priorities (2019-20)

- Enhance the Simulator Lab for the Nursing Program to supplement clinical placements hours using Dalhousie’s model of instruction.
- Assess success of regional deliveries of the first year of the Social Services Worker Program in the Kivalliq and Qikiqtani regions.

Trades and Technology Careers

The primary career programs of this division are in the trades area, which includes training for carpenters, housing maintainers, electricians, plumbers, and oil burner mechanics. This division works closely with the Nunavut Apprenticeship, Trade and Occupations Certification Board and the Department of Economic Development and Transportation’s Nunavut Mining Round Table. Apprenticeship training is overseen by the Adult Learning Partnership Committee with the Department of Family Services.

Objectives

- To train qualified candidates for employment in Nunavut’s construction and mining industries.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
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Trades Programs 3,768 **4,034** 4,034 4,034

Trades and technology career offerings are as follows:

	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Trades Access	•	•	•
Pre-apprenticeship - Carpenter	•		
Apprenticeship Carpenter – Level I	•		
Apprenticeship Carpenter – Level II	•		
Apprenticeship Carpenter – Level III	•		
Apprenticeship Carpenter – Level IV	•		
Pre-apprenticeship – Housing Maintainer		•	
Apprenticeship Housing Maintainer – Level I		•	
Apprenticeship Housing Maintainer – Level II		•	
Apprenticeship Housing Maintainer – Level III	•		
Pre-apprenticeship – Electrician		•	
Apprenticeship Electrician – Level I		•	
Apprenticeship Electrician – Level II		•	
Pre-apprenticeship - Plumber		•	
Apprenticeship Plumber – Level I		•	
Apprenticeship Plumber – Level II		•	
Pre-apprenticeship – Oil Burner Mechanic		•	
Apprenticeship Oil Burner Mechanic – Level I		•	

Apprenticeship Oil Burner Mechanic – Level II		•	
Apprenticeship Oil Burner Mechanic – Level III		•	
Hairstyling Certificate			•
Pre-Apprentice Camp Cook			•
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.			

Sub-Total, Base Programs	3,768	4,034	4,034	4,034
Third Party Contracts	-	150	150	150
Third party trades related program contributions				
Total, Programs	3,768	4,184	4,184	4,184

Priorities (2016-17)

- Seek accreditation for Pre-apprenticeship Cook Program, and offer first intake of Pre-apprenticeship Cook Program.
Status: *The College submitted their application to seek accreditation for the Pre-apprenticeship Cook Program in September 2016.*
- Pending apprenticeship student enrollment from other levels, seek accreditation for a Level 3 Apprenticeship Electrician program.
Status: *The College has not sought accreditation. This priority is deferred to 2017-18.*
- Explore partnerships to expand delivery of the heavy equipment operator course in the communities.
Status: *The College has a partnership agreement with the Kivalliq Mine Training Society and will continue to look for opportunities with other organizations and communities.*
- Pilot delivery of the heavy equipment operator course in the communities.
Status: *The planning stage for delivery of this pilot course has been completed. The pilot course will be delivered in communities in 2017-18.*

Priorities (2017-18)

- Consult with business stakeholders to ensure that program delivery is meeting their requirements.
- Ensure accreditation for a Level 3 Apprenticeship Electrician program.
- Prepare for accreditation of the following programs: Oil Burner Mechanic, Trades Qualification, Construction, Electrician, Plumbing, Housing Maintainer, and Carpentry.

Priorities (2018-19)

- Review program delivery of trades and pre-trades programs and implement changes.

- Prepare for accreditation of apprenticeship and pre-apprenticeship programs for the following: Welder, Millwright, Heavy Duty Equipment Technician, and Automotive Technician Programs..
- Pilot the delivery of the heavy equipment operator course in the communities.

Priorities (2019-20)

- Offer the Pre-Apprenticeship Cook program in Rankin Inlet and seek recertification for the program.
- Review standards and associated curriculum for the Housing Maintainer program.

Nunavut Research Institute

Nunavut Research Institute (NRI) is the lead agency for science, research, and technology development in Nunavut. It is mandated to liaise and coordinate broad-scale science projects in Nunavut and plays a key role in the development of northern research. It is managed by the Senior Research Officer, who is also the Science Advisor for Nunavut.

Objectives

- To provide leadership in developing, facilitating and promoting traditional knowledge, science, and technology as a resource for Nunavummiut.
- To license all qualified research projects in Nunavut not regulated under the *Wildlife Act* or by archeological site regulations.
- To put Nunavut research into the hands of Nunavummiut.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Nunavut Research Institute		921	952	952	952
Nunavut Research Institute is responsible for licensing all research projects, which fall under the <i>Scientists Act</i> . It also provides logistical support to researchers.					
Environment Technology		628	649	649	649
The Institute delivers the Environmental Technology Diploma in Iqaluit.					
Sub-Total, Base Programs		1,549	1,601	1,601	1,601
Third Party Contracts		250	400	400	400
Funding supports activities for science education.					
Total, Programs		1,799	2,001	2,001	2,001

Priorities (2016-17)

- Build capacity to enhance the use of the water quality laboratory in Iqaluit to conduct water based research and monitoring projects.
Status: The Research Institute is currently in discussions with possible partners to expand the use of the water quality laboratory.
- Commence implementation of the Irving Shipbuilding Inc. applied research agreement.
Status: An announcement was made during the October Ocean Innovation Conference in Iqaluit. \$2 million in funding has been awarded to nine applied Arctic research projects focusing on areas of importance to Canada's Arctic communities and the marine industry.
- Expand the Environmental Technology Program to the Kitikmeot Campus by offering Year 2.
Status: Completed, Year 2 of the Environmental Technology Program has been offered at the Kitikmeot Campus.
- In light of the Memorandum of Understanding with the Fisheries and Marine Institute of the Memorial University of Newfoundland, pursue applied research and development opportunities in fisheries, marine, and safety and ocean technology fields.
Status: The Research Institute co-hosted the Ocean Innovation Conference and is reviewing possibilities of hosting internships at NRI.

Priorities (2017-18)

- Collaborate with the Canadian High Arctic Research Station to build research capacity in Nunavut.
- Establish Nunavut Research Institute as Nunavut's primary center of expertise for water research.

Priorities (2018-19)

- Provide leadership for a new integrated research and training partnership in the Apex river watershed research program.
- Develop new research licensing guidelines for the Scientist Act, to reflect regulatory changes resulting from implementation of the *Nunavut Project Planning and Assessment Act*.
- Secure a full time technician and additional instructor to support expanded research and training programs.

Priorities (2019-20)

- Work with University partners to expand Environmental Technology Program to offer an advanced diploma in Environmental Science
- Continue to partner with the Territorial Science Advisors Forum on northern issues.

Student Services

Student Services includes residences, cafeteria, counseling, transportation, recreation, daycare, and security at the regional campuses. Student Services is spread over the three regional campuses and managed by the respective Deans, except for library services, which are managed by the Senior Academic Officer.

Objectives

- To enhance the quality of student life and academic success by addressing the social, personal, recreation, and accommodation needs of students.
- To bridge the gaps between students, staff, campus, and community resources.

Programs	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
Kitikmeot Campus		371	540	540	540
Kitikmeot Campus has 20 student family housing units and accommodations for 20 single students. It also has a daycare.					
Kivalliq Campus		933	1,052	1,052	1,052
Kivalliq Campus has 12 student family housing units and accommodations for 44 single students. It also has a daycare and limited recreation activities on-campus.					
Nunatta Campus		3,889	3,926	3,926	3,926
Nunatta Campus has a full suite of student services, including counseling services, single and family accommodations, daycare and recreation activities. The campus has 84 student family housing units and accommodation for 43 single students.					
Total, Base Programs		5,193	5,518	5,518	5,518

Priorities (2016-17)

- Review and update student service policies.
Status: The College has reviewed and updated student policies including: the Invigilation Policy, Student and Employee Recognition, Use of College Property by the Public, and Tuition Refund for Withdrawals. Future work will include revisions to the following: student housing, tuition & book fees, and grading of courses.

Priorities (2017-18)

- Provide students in regional campuses with language and culture based programs from Piqusilirivvik.
- Continue to review and update student service policies.
- Implement revised policies and provide training throughout the campuses.

- Review and update protocols across all campuses to ensure consistency in delivery of services.

Priorities (2018-19)

- Implement revised protocols and provide training throughout the campuses.
- Establish and enhance student services throughout the campuses.
- Review options for enhancing student accommodation at the three Regional Campuses.

Priorities (2019-20)

- Begin to enhance student accommodation services in at least one Regional Campus.

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)	2016-17	2017-18	2018-19	2019-20
President's Office		712	1,062	1,062	1,062
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 Vice President (Iqaluit), the Manager of Human Resources (Iqaluit) and the Manager of Policy and Planning (Iqaluit), who manages policy development, business and capital planning processes, information technology, and communications. The 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		1,035	1,025	1,025	1,025
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 141 **146** 146 146
 The Curriculum Development Office (Arviat) reviews all curricula for appropriate Inuit language and culture content.

Business Services Office 4,968 **5,079** 5,079 5,079
 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 317 **330** 330 330
 The Nunatta Administration oversees all operations within the Nunatta Campus and Qikiqtaaluk region.

Kivalliq Administration 335 **308** 308 308
 The Kivalliq Administration oversees all operations within the Kivalliq Campus and Kivalliq region.

Kitikmeot Administration 354 **364** 364 364
 The Kitikmeot Administration oversees all operations within the Kitikmeot Campus and Kitikmeot region.

Sub-Total, Base Programs	7,862	8,314	8,314	8,314
Total, Programs	7,862	8,314	8,314	8,314

Priorities (2016-17)

- Prepare for the delivery of the law degree program to commence in the fall of 2017, in partnership with other universities.
Status: This priority is addressed in the following section “Law Program”.
- Develop partnership for the delivery the RCMP Inuit Cadet Development Program, in partnership with other Colleges.
Status: The College continues to work with the RCMP on the development of an Inuit Cadet Development Program and anticipates offering the new program beginning in 2017.
- Explore the feasibility of a Communications/Media program.
Status The College has not completed this priority. It has been deferred to 2017-18.
- Develop a communications plan.
Status: The College has developed an interim communications plan.
- Review and revise the College’s strategic plan.
Status: The College has restructured their organization to better align strategic priorities. A new Vice President position has been established to support enhanced strategic planning initiatives of the College. An updated strategic plan will be developed in 2017-18.

Priorities (2017-18)

- Explore the feasibility of establishing a Communications/Media program.
- Review and revise the College’s strategic plan.
- Collaborate with the Department of Education on the development of a Joint-Venture/Partnership to enhance capacity to deliver degree programs in Nunavut.
- Implement the College’s communications plan.
- Complete the implementation of the new Student Record System.

Priorities (2018-19)

- Explore options regarding the establishment of an Academic Council through the Nunavut Arctic College Act.
- Ensure Manager, Finance internship is successful.
- Develop a succession plan for the Bursar/Chief Financial Officer position.

Priorities (2019-20)

- Review the College’s organizational structure to ensure it supports new joint-venture/partnerships to enhance capacity to deliver degree programs.

Law Program

The Law Program is a four-year program that will provide students with a Juris Doctor (JD) 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 students 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)	2016-17	2017-18	2018-19	2019-20
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Law Program	-	1,612	1,707	1,908
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The Law Program offers a Juris Doctorate (JD) in Law through a partnership with the University of Saskatchewan.

Sub-Total, Base Programs	-	1,612	1,707	1,908
Total, Programs	-	1,612	1,707	1,908

Priorities (2016-17)

- Prepare for the delivery of the law degree program to commence in the fall of 2017, in partnership with other universities.

Status: The University of Saskatchewan has been awarded the contract to deliver the Law Degree Program in Iqaluit, which will commence first offering in September 2017.

Priorities (2017-18)

- Complete the Course Planning and initiate Year 1 of the Law Program.

Priorities (2018-19)

- Review Year 1 and initiate Year 2 of the Law Program.

Priorities (2019-20)

- Review Year 2 and initiate Year 3 of the Law Program.

College	Budget (\$000)	2016-17	2017-18	2018-19	2019-20
College Sub-total, Base Programs		38,530	43,035	42,950	43,151
College Sub-total, Third Party		6,972	8,591	8,591	8,591
College Total, Programs		45,502	51,626	51,541	51,742

FINANCIAL SUMMARY

Branch	2016 - 2017 Main Estimates		2017 - 2018 Main Estimates		2018 - 2019 Planned		2019 - 2020 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
HEADQUARTERS								
Compensation & Benefits	3,544	19.0	3,937	21.0	3,937	21.0	3,937	21.0
Grants & Contributions	-		-		-		-	
Other O&M	1,362		1,362		1,362		1,362	
Subtotal	4,906		5,299		5,299		5,299	
NUNAVUT RESEARCH INSTITUTE								
Compensation & Benefits	1,325	9.5	1,377	9.5	1,377	9.5	1,377	9.5
Grants & Contributions	-		-		-		-	
Other O&M	473		473		473		473	
Subtotal	1,798		1,850		1,850		1,850	
REGIONAL CAMPUSES								
Compensation & Benefits	26,482	192.1	28,418	200.1	28,418	200.1	28,418	200.1
Grants & Contributions	-		-		-		-	
Other O&M	12,316		16,059		15,974		16,175	
Subtotal	38,798		44,477		44,392		44,593	
TOTAL FUNDED	45,502	220.6	51,626	230.6	51,541	230.6	51,742	230.6
Less: Non-GN Third Party Funding	(2,580)	-	(3,030)	-	(3,030)	-	(3,030)	-
Less: Non-GN Third Non Base Funding	(8,540)	-	(10,977)	(26.6)	(10,977)	(26.6)	(10,977)	(26.6)
Total	34,382	220.6	37,619	204.0	37,534	204.0	37,735	204.0

**DISTRIBUTION OF OPERATION AND MAINTENANCE BUDGET
– ALL SOURCES**

	Headquarters	Qikiqtaaluk	Kivalliq	Kitikmeot	Total
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Compensation and Benefits	3,937	19,625	7,063	3,107	33,732
Grants and Contributions	-	-	-	-	-
Travel and Transportation	340	1,701	135	183	2,359
Materials and Supplies	43	1,461	189	131	1,824
Purchased Services	41	635	129	25	830
Utilities	20	278	-	8	306
Contract Services	400	7,455	1,159	1,377	10,391
Fees and Payments	518	1,337	45	19	1,919
Other Expenses	-	160	85	20	265
Total Operations and Maintenance	5,299	32,652	8,805	4,870	51,626

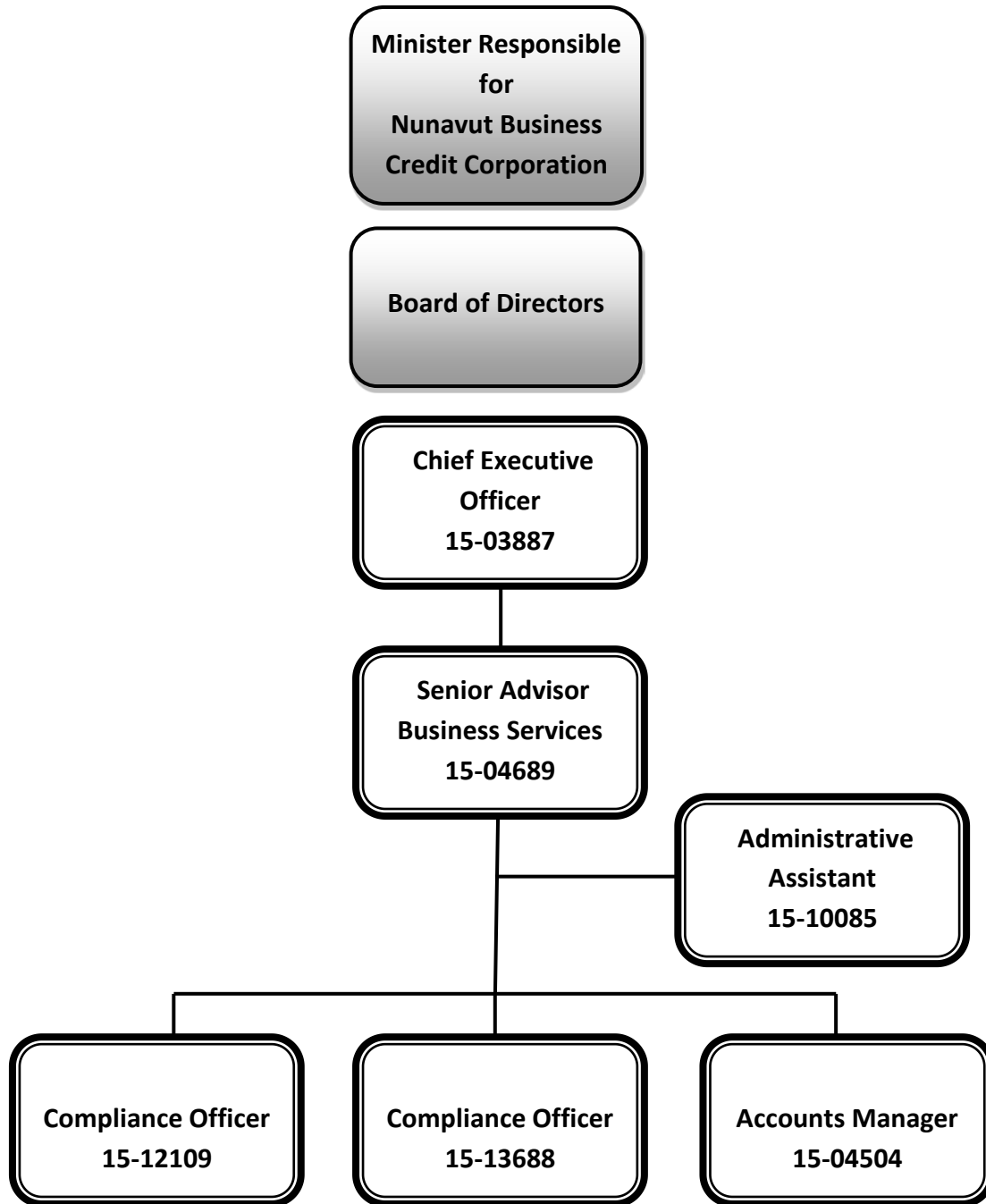
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Nunavut Business Credit Corporation

*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 a lender of northern opportunity, NBCC provides financing alternatives to small and medium 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 rigorous 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 employment and economic development 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 strives to contribute to the government's mandate, *Sivumut Abluqta: Stepping Forward Together*, with particular regard to its key priority of "economic growth through responsible development across all sectors".

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.

SIVUMUT ABLUQTA – STEPPING FORWARD TOGETHER

NBCC supports the GN's vision of *Sivumut Abluqta – Stepping Forward Together* – 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 *Sivumut Abluqta* priorities, as it directly supports 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 unique potential to create more employment opportunities for Nunavummiut.

Consistent with other key priorities under *Sivumut Abluqta*:

- NBCC is aware of the need to improve educational and training outcomes in Nunavut in order to enhance the Territory's labour force and encourage greater participation. 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. For NBCC this highlights the need for an educational curriculum aimed at developing skills that support sound business development and sound financial management.
- 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 rugged terrain also provides a wealth of opportunity for local businesses to participate in Nunavut's burgeoning resource sector by providing on-the-ground logistics and support services.

In focusing its energies on supporting *community-based sustainable economies*, NBCC will achieve its primary mandate to foster opportunities for Nunavummiut. NBCC also recognizes the need to forge strategic partnerships and work together with other economic development organizations to achieve a greater quality of life for Nunavummiut overall.

ENVIRONMENTAL SCAN

A SOLID FOUNDATION

Many of the Corporation's Board members are in their third terms, which provide 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.

The development of a set of approved policies and procedures covering the breadth of credit, financial, governance and administrative practices in 2010 and 2011 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 and NBCC must address these specific industries to assist in the development. The entrepreneurial sector, arts and crafts sector, 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. 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.

Through its rebuilding efforts, NBCC 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 tradeshows, and meeting clients and prospective clients in person.

Through these proactive efforts, NBCC's loan portfolio has grown substantially due in part to an approved increase to the level of funds available. NBCC now has the ability to administer a lending fund of up to \$40 million. NBCC acknowledges the need to broaden its reach across all sectors and across all Regions and make a concerted effort to negotiate new loans with its existing clients while attracting new ones.

ECONOMIC OUTLOOK

The Nunavut economy is currently experiencing a downturn, caused primarily by lower commodity prices in the mining sector. The Nunavut economy is doubly impacted as the construction industry, which accounts for about 13% of the territory's economic activity, is also experiencing slower activity as a result of the development phase of the Mary River mine being completed.

Mining activity is likely to remain stagnant until 2020 when production at Agnico-Eagle's Meliadine mine is expected to pick up. Production at ArcelorMittal's Mary River mine is below original expectations due to lower commodity prices and declining demand from countries, such as China. Both of these companies mine near Nunavut communities (Baker Lake, Rankin Inlet, and Pond Inlet).

While mining activity is stagnant, mineral exploration in Nunavut continues to be strong. Many of these projects are located in the Kitikmeot region.

Conversely, the public sector is investing in infrastructure through the construction of the Canadian High Arctic Research Station in Cambridge Bay, the ongoing upgrade of the Iqaluit International Airport, and a new aquatic center in Iqaluit. However, all of these projects are expected to be completed in 2017.

The Government of Nunavut's capital plan continues to be constant at about \$200 million.

The airline industry, with code share, has laid-off people. Airfares have increased, which has an impact on the tourism, hospitality, and the arts and crafts sectors.

Support industries to governments appear to not have been as affected.

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.

Recently, the real estate market has begun to soften up in Iqaluit, where there appears to be an oversupply in the rental market. In Rankin Inlet and Cambridge Bay, the real estate market continues to be active due to an undersupply of housing.

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 inaugural voyage of a luxury cruise ship could once again encourage visitors to Nunavut, which in turn may strengthen and expand the arts and crafts and fashion industries.

There is consensus amongst economists that the Bank of Canada will hold steady on interest rates until at least 2018.

INTERNAL CAPACITY

NBCC has reached a turning point in its history where it is well positioned to build on all of its achievements, increase its effectiveness and enhance its reputation to meet its mandate of improving economic opportunity to support greater job creation, employment and training.

For NBCC to effectively contribute to the GN's goal of supporting community-based sustainable economies, the Corporation must capitalize on its transformation. The Corporation will strive to provide financial leadership to the community it serves, while remaining responsive to stakeholders' and clients' needs and contributing to the burgeoning business enterprises of Nunavut.

NBCC's positions have been staffed for several years (with the exception of one administrative position) providing the dedicated internal capacity to further its lending activities. Staff members are provided formal and on-the-job training necessary to develop specific skill sets to support NBCC's business operations under its Mandate. Mentoring and cross-training initiatives are part of ongoing efforts to strengthen this capacity. Staff is now able to provide workshops on lending to clients and associations that request this service.

INUIT EMPLOYMENT PLAN

Departmental Inuit Employment Targets				
Nunavut Business Credit Corporation	As of Sept. 30, 2016		As of March 31, 2018	
	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	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	2		2	
Total Filled Middle-Management Positions	2	100%	2	100%
Total Vacant Middle-Management Positions	0	0%	0	0%
Total Inuit in Middle-Management Positions	0	0%	0	0%
Total Paraprofessional Positions	2		2	
Total Filled Paraprofessional Positions	2	100%	2	100%
Total Vacant Paraprofessional Positions	0	0%	0	0%
Total Inuit in Paraprofessional Positions	2	100%	2	100%
Total Administrative Positions	1		1	
Total Filled Administrative Positions	0	0%	0	0%
Total Vacant Administrative Positions	1	100%	1	100%
Total Inuit in Administrative Positions	0	0%	0	0%

NBCC is committed to increasing its Inuit employment levels to representative levels in accordance with Article 23 of the *Nunavut Land Claims 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 beneficiaries 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.

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.
2. Staff will take the Canadian Securities Course.
3. Staff will continue with the debt financing and business valuation training.

NUNAVUT'S OFFICIAL LANGUAGES

NBCC is committed to respecting Nunavut's culture, language, and traditional Inuit knowledge – *Inuit Qaujimagatuqangit*. 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 Inuit Language (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
- ✓ Received an unqualified audit opinion since 2010
- ✓ Implemented communication strategies to reach stakeholders through a multi-pronged approach including onsite meetings, informative newsletters and an updated corporate website
- ✓ Improved reporting of the annual contracting, procurement, and leasing activity report

CORE BUSINESS

NBCC is a lending institution and does not offer grants or forgivable loans and cannot make equity investments. Its core business is to provide appropriate financing solutions to small and medium enterprises (SMEs) in Nunavut who require between \$150,000 and \$1 million in loans or guarantees.

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. Of this amount, NBCC has currently accessed \$25 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 is now also working in conjunction with commercial banks when the lending limit required by clients exceeds NBCC's threshold of one million dollars.

In the past, NBCC has worked closely with Community Future organizations, such as Baffin Business Development Corporation (BBDC) in the Qikiqtaaluk Region, to service clients which fell below NBCC's lower threshold of \$150,000. Working in tandem with NBCC, Community Futures organizations often referred their larger clients to NBCC, while some NBCC clients have been 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 BBDC and Kitikmeot Community Futures Inc. (KCFI) both increased their maximum lending threshold to \$250,000 from \$150,000 in recent years.

Atuqtuarvik Corporation (AC), a subsidiary of Nunavut Tunngavik Incorporated (NTI), focuses on supporting Inuit-owned firms only. NBCC, as a territorial corporation, must make itself accessible to all applicants doing business in Nunavut. As strategic partners, NBCC and AC communicate regularly. It is common for the two organizations to provide loans to those projects with significant financing needs. NBCC has formalized relationships by establishing separate MOUs with AC, BBDC, and KCFI. NBCC has been working to establish a MOU with the Kivalliq Business Development Centre.

As NBCC cannot fulfill loan requests exceeding \$1 million, the Corporation refers such requests to the Business Development Bank of Canada (BDC). 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.

THREE YEAR EXPENDITURE FORECAST FOR FISCAL YEARS 2017- 2018 TO 2019-2020

	ACTUAL 2015-2016	BUDGET 2016-2017	BUDGET 2017-2018	BUDGET 2018-2019	BUDGET 2019-2020
Revenues					
Interest Income on Loans Receivable	1,200,673	1,500,000	1,200,000	1,200,000	1,200,000
Interest expense on advance from GN	-132,299	-500,000	-150,000	-150,000	-150,000
	1,068,374	1,000,000	1,050,000	1,050,000	1,050,000
Add: Recovery of losses on impaired loans/accrued liabilities	15,525				
Less: Provision for Losses on Impaired Loans	-1,221,334	-250,000	-250,000	-250,000	-250,000
Net Income from Lending	-137,435	750,000	800,000	800,000	800,000
Other interest income	34,190	50,000	30,000	30,000	30,000
Total Income	-103,245	800,000	830,000	830,000	830,000
Expenses					
Amortization	9,008	10,000	20,000	13,000	10,000
Loan administration expense		50,000	10,000	10,000	10,000
Salaries and benefits	1,122,640	900,000	1,000,000	1,000,000	1,000,000
Advertising and promotion	67,360	60,000	60,000	60,000	60,000
Professional development	5,133	50,000	50,000	50,000	50,000
Professional fees & expenses	230,892	150,000	130,000	130,000	130,000
Travel	91,836	125,000	100,000	100,000	100,000
General & Administrative	49,474	75,000	75,000	75,000	75,000
Board meetings	37,192	75,000	50,000	50,000	50,000
Board honorarium	25,525	75,000	35,000	35,000	35,000
Facility rental	78,430	80,000	100,000	100,000	100,000
Total Expenses	1,717,490	1,650,000	1,630,000	1,623,000	1,620,000
Earnings before other items	-1,820,735	-850,000	-800,000	-793,000	-790,000
Other					
Administrative Contribution from GN	600,000	700,000	700,000	700,000	700,000
In-kind from GN	140,370	150,000	160,000	160,000	160,000
Third party government contracts	106,536				
Total Contribution	846,906	850,000	860,000	860,000	860,000
Net comprehensive income (loss)	-973,829	0	60,000	67,000	70,000
		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	20,000,000	20,000,000
Increases in Loan Portfolio by year		-2,000,000	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%	0.6%	0.6%
Average Interest Rate Earned on Cash Balance of \$5,000,000			0.6%	0.6%	0.6%

PRIORITIES FOR 2016-2017

1. Provide governance training for the Board of Directors.

Status: Through peer mentorship and through the course of normal business activities, this priority was met.

2. Evaluate loan processing software to determine the best software to meet NBCC needs.

Status: A consultant has been retained to conduct a baseline review of loan processing software.

3. Undertake an in-depth three-year review of policies and procedures.

Status: An initial review has commenced beginning with the Credit Management Manual.

4. Conduct a comprehensive review of the *NBCC Act* to assess the relevance of NBCC's existing mandate to enhance opportunities for Nunavummiut and its role to support the evolving needs of a growing private sector across the Territory.

Status: A review was completed and discussed by the Board in February 2016. With the next Nunavut General Election set for October 2017, no further work will be done at this time.

5. Assess means of engaging youth in developing small business opportunities.

Status: The Corporation is determining how best to implement this priority. During the 2016 Nunavut Trade Show, presentations were made to senior high schools at the Inuksuk High School with the Business Development Bank of Canada and Kakivak Association.

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.
2. Continue work on assessing means of engaging youth in developing small business opportunities.
3. Assess how the Corporation's website can be improved, including the addition of a Board of Directors portal.
4. Determine areas where Inuktut can be incorporated into the Corporation's operations.
5. Assess areas for additional Board professional development and training.

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. Commence implementation of Inuktut into the Corporation's operations.
4. Initiate discussions with Baffin Business Development Corporation, Kitikmeot Community Futures Inc., and Atuqtuarvik Corporation on renewals of Memorandums of Understanding.
5. Prepare an updated strategic plan for 2019 – 2022.

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. Commerce implementation of the Corporation's updated strategic plan.



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NUNAVUT DEVELOPMENT CORPORATION
LA CORPORATION DE DÉVELOPPEMENT DU NUNAVUT
NUNAVUNMI PIVALLIAJJUTIKHALIRINIRMUT KUAPURIISINGAT

Nunavut Development Corporation

2017/2018

Corporate Plan

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Purpose

The Nunavut Development Corporation (the “Corporation” or “NDC”) is a Territorial Corporation of the Government of Nunavut (the “Government”) named in Schedule B of the *Financial Administration Act* (“FAA”), and operates in accordance with Part IX of the FAA, the *Nunavut Development Corporation Act* (the “Act”) and the *Business Corporations Act*.

Section 25 of the *Nunavut Development Corporation Act* pertains to the submission of an annual corporate plan, operating budget, and capital budget as described in Sections 91 to 93 of the FAA. Section 25 of the Act also requires that the Corporation disclose projected investments, borrowings and the amount of subsidies to be paid to subsidiary companies and NDC projects.

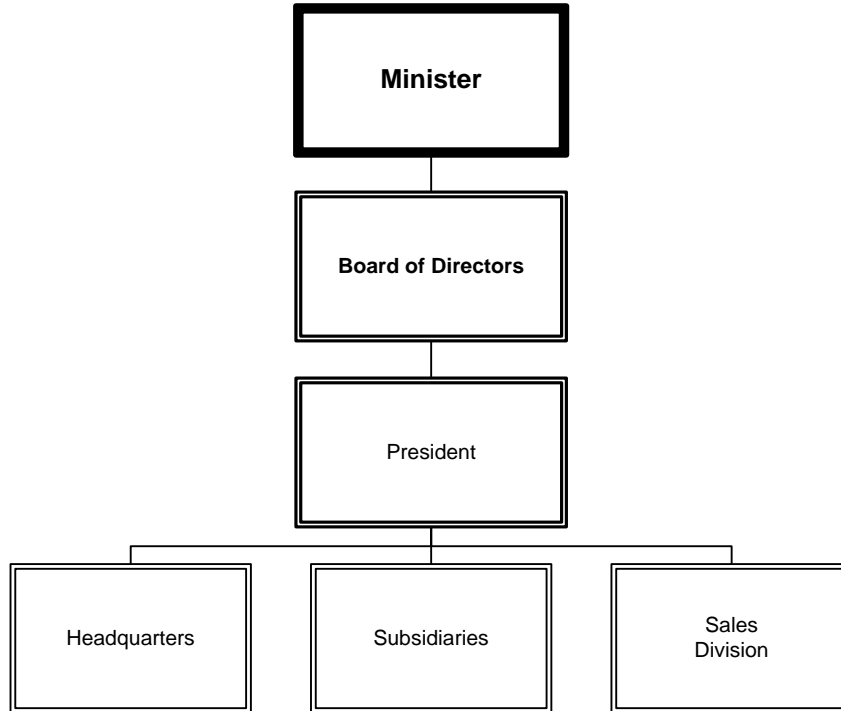
The legislated objectives of the Corporation, as stipulated in Section 3 of the Act, are as follows:

- “(a) to incorporate, establish and carry on the business of companies and to develop, establish, operate, manage and carry on the business of projects, 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

Departmental Inuit Employment Targets				
Nunavut Development Corporation	As of Sept. 30, 2016		As of March 31, 2018	
	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 (NLCA beneficiary)
berni@ndcorp.nu.ca

Middle Management - Business Advisor – Processing & Harvesting

Kyle Tattuinee (NLCA beneficiary)
kyle@ndcorp.nu.ca

Middle Management - Business Advisor - Cultural Industries

Goretti Kakuktinniq (NLCA beneficiary)
goretti@ndcorp.nu.ca

Professional - CFO

Balaji Ramamani , CMA
balaji@ndcorp.nu.ca

Strength in Inuit Staffing

The small corporate staffing compliment makes succession planning challenging. Challenges accessing government staff housing for senior staff and subsidiary management can also be problematic in terms of attracting qualified Inuit staff.

NDC presently maintains a 60% Inuit staffing rate at its headquarters offices while subsidiaries staff at approximately 85% NLCA beneficiaries.

Filling positions with qualified local Inuit staff is essential both at our subsidiary companies and headquarter offices. A strong Inuit workforce is good business and NDC will endeavor to continue to increase its Inuit employment.

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.
- Occupation-specific professional development, including enrollment in professional associations and participation in targeted conferences and seminars.

Sivumut Abluqta

NDC represents Nunavummiut working together to create jobs, grow business and provide income-earning opportunities for fellow Nunavummiut. NDC prioritizes investment and economic opportunities in Nunavut's arts, harvesting and tourism sectors with an emphasis on Nunavut's smaller communities. NDC believes that Nunavummiut are resourceful and innovative and the Corporation seeks out community-based solutions that help grow local economies. NDC's investing initiatives promote productive choices for Nunavut residents yielding improved self-sufficiency and self-reliance among residents. In assessing NDC investment opportunities, the Corporation seeks to not only advance employment, business and income earning opportunities but also ensure that the goods provided by the potential investee will directly benefit the Nunavut economy.

Operations

The Corporation is currently invested in eight Nunavut subsidiary companies spread throughout the Kitikmeot, Kivalliq and Qikiqtani Regions operating primarily in Nunavut's arts, harvesting and tourism sectors. The Corporation also operates a southern Inuit art marketing division. NDC manages a Venture Equity fund that prioritizes equity investments in qualifying Inuit and Nunavut businesses operating in the priority economic sectors with an emphasis on placing investments that support Nunavut's smaller communities.

Critical Issues and Challenges

- *High Energy Costs*

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. Increases in power and fuel costs over the past ten years have driven up production cost overheads at the processing plants. These costs are passed on to the consumer making products more costly. NDC prioritizes capital investments at its facilities to support enhanced energy consumption and efficiencies.
- *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.
- *Changing Wholesale Inuit Art Market Segment*

The southern market segment for Inuit art has become more difficult. As recently reported in the Review of Sanaugait (*Nordicity-June 2014*) “*wholesale revenue declined by more than 30% as a result of increasing trade restrictions, declining sales in the global art market, declining number of Inuit galleries and increasing competition from online and direct sales*”. Despite some renewed interest in items such as Nunavut produced jewelry, changing client demographics and other external factors continues to place pressure on this segment.
- *Reduced Transarctic Airline Capacity*

Recent 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 could significantly limit 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.

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 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. Other circumpolar markets are generally strong.
- 2. Sales Division** – NDC’s Sales Division offers a wholesale marketing service to Nunavut artists and businesses operating in Nunavut’s cultural industries sector. This segment has changed significantly with many external forces driving this change. There are many reasons for the changes including fewer galleries, few collectors, international export restrictions, pricing, online sales and a changing customer demographic to name a few. There will always be interest in Inuit sculpture and art both in Canada and abroad but changes in the way NDC and other wholesalers presently operate are required to reflect the new market environment. Market specialization, strategic partnerships, online selling and an overriding commitment to customer service are essential elements as is an ongoing commitment to improved operating efficiencies.
- 3. New Investments** - NDC will continue to seek out new investments and projects that help create employment and income for Inuit and investments that support business growth primarily in Nunavut’s smaller communities. NDC will also continue to emphasize investments in the sectors of cultural industries, the fishery, harvesting and tourism primarily as the local economies of Nunavut’s small communities can support these essential economic sectors.

Capital Fund, Subsidy Fund, Capital Reserve Fund - Section 16 of the *Nunavut Development Corporation Act* establishes the Capital Fund, Subsidy Fund and the Capital Reserve Fund. This Section along with NDC’s Corporate Plan, Main Estimates and Investment Policies 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 both 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 creating employment and income earning opportunities, these equity investments help grow and expand businesses operating in our smaller communities and provide for a measure of economic diversification. NDC's equity investment also helps the business enterprise lever additional financing such as loans, grants and government contributions.

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 annual business 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. 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 six 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 growing 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 the producers work and to enhance and expand Ivalu's product offering. Ivalu will also continue developing its growing Nunavut and circumpolar 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 affordable wholesale prices for retail in their businesses and communities. Ivalu will also continue to run its Ivalu online retail store, serving online clients from as far away as central Europe.

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 its retail product line for residents and visitors alike at the local JOL gift shop. JOL also provides a variety of important supply services to its partner companies and business enterprises across Nunavut, from art and jewelry to screening printing and embroidery. The company also works to engage with Agnico-Eagle Ltd in pursuit of commercial opportunities relating to the Meadowbank Mine.

Kiluk – Arviat

Kiluk will design and manufacture its evolving sealskin product line incorporating its digital embroidery capacity. They will also incorporate other mediums such as beaver and arctic fox into their production planning. Kiluk will continue its production partnership with the Maplelea Doll Company producing accessories for the company. 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 the store 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 Alberta. KFL also maintains a unique sales partnership with San Francisco based “Cleanfish” who distributes “Truly Wild” arctic char to key US markets. The company maintains a strong local sales base within Cambridge Bay. The company is Nutrition North Canada registered and applies the subsidy to any inter-Nunavut sales. 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 and applies the subsidy to intra-Nunavut sales of processed country food. 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 in July and August supporting a local summer char fishery. With the support of the Issatik HTO, Papiuruq Fisheries will also purchase maktaaq from local hunters. The plant utilizes local labour and is operated through Kivalliq Arctic Foods in coordination with 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. 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 visits Kugaaruk 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 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 generate additional revenues for the Centre. The additional revenues help offset the high operating costs associated with running the facility.

Measures of Success

Efficiency, Economy and Effectiveness

Financial Reporting	* 2017-18	* 2016-17	2015-16	2014-15
Date of board approval - audited financial statements	July 31	July 31	July 26	July 31
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	*2017-18 Forecast	*2016-17 Forecast	2015-16 Actual	2014-15 Actual
Ivalu	4.00	4.00	4.64	4.19
Jessie Oonark	4.50	4.50	5.94	4.75
Kiluk	5.50	5.50	5.51	5.66
Kitikmeot Foods	9.00	9.00	9.83	7.75
Kivalliq Arctic Foods	14.50	14.50	17.19	14.85
Taluq Designs	2.00	2.00	2.39	2.15
Uqqurmiut Arts & Crafts	13.50	13.50	12.81	13.50
Venture Investments	65.00	65.00	76.49	49.25
NDC	10.00	10.00	12.50	8.50
Total	128.00	128.00	147.30	127.32

* identifies forecasted estimate

Diversifying Investments	*2017-18 (\$000)	*2016-17 (\$000)	2015-16 (\$000)	2014-15 (\$000)
New Venture Investments	\$500	\$500	\$115	\$375

* identifies forecasted estimate

Government Funding	*2017-18 (\$000)	*2016-17 (\$000)	2015-16 (\$000)	2014-15 (\$000)
Government of Nunavut	3,358	3,358	3,358	3,358

* identifies forecasted estimate

Financial Performance	*2017-18 (\$000)	*2016-17 (\$000)	2015-16 (\$000)	2014-15 (\$000)
Net sales	2,960	2,785	2,686	3,903
Profit (loss)	295	269	349	381

* 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 2017-18	Prescribed Maximum at \$37,997 / job	Operating Subsidy Budgets 2017-18	Within Prescribed Maximum
Ivalu	4.00	151,988	-	Yes
Jessie Oonark	4.50	170,986	165,000	Yes
Kiluk	5.50	208,983	140,000	Yes
Kitikmeot Foods	9.00	341,973	330,000	Yes
Kivalliq Arctic Foods	14.50	550,956	260,000	Yes
Taluq Designs	2.00	75,994	70,000	Yes
Uqqurmiut Arts & Crafts	13.50	512,959	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 2017-18	Prescribed Maximum at \$37,997 / job	Capital Subsidy Budgets 2017-18	Within Prescribed Maximum
Ivalu	4.00	151,988	-	Yes
Jessie Oonark	4.50	170,986	8,000	Yes
Kiluk	5.50	208,983	12,000	Yes
Kitikmeot Foods	9.00	341,973	40,000	Yes
Kivalliq Arctic Foods	14.50	550,956	65,000	Yes
Taluq Designs	2.00	75,994	5,000	Yes
Uqqurmiut Arts & Crafts	13.50	512,959	40,000	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 2019/20	Budget 2018/19	Budget 2017/18	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 2019/20	Operating Budget 2018/19	Operating Budget 2017/18	Revised Operating Budget 2016/17	Operating Budget 2016/17	Actual Expenditures 2015/16
Compensation & Ben.	926,000	926,000	926,000	916,000	902,000	851,363
Grant & Contributions	1,403,000	1,403,000	1,403,000	1,403,000	1,403,000	1,440,689
Travel & Transport	245,000	245,000	245,000	245,000	230,000	225,990
Materials & Supplies	15,000	15,000	15,000	15,000	15,000	21,510
Purchased Services	216,000	216,000	216,000	206,000	220,000	170,374
Utilities	32,500	32,500	32,500	32,500	41,000	28,593
Contract Services	100,000	100,000	100,000	100,000	75,000	79,156
Fees & Payments	12,000	12,000	12,000	12,000	17,000	8,287
Other Exp./Income)	(91,500)	(91,500)	(91,500)	(71,500)	(45,000)	(83,091)
Total O&M	2,858,000	2,858,000	2,858,000	2,858,000	2,858,000	2,742,871
Capital Expenditures	230,000	230,000	230,000	190,000	190,000	221,912
Venture Equity	270,000	270,000	270,000	310,000	310,000	270,000
Total Expenditures	3,358,000	3,358,000	3,358,000	3,358,000	3,358,000	3,234,783

Priority Items

Priority Items 2016-17

1. Venture Investment Fund - Working within the Corporation's Investment Guidelines, Regulations and the NDC Act, the Corporation will continue to receive applications to the Venture Investment Fund. Investments from the fund will be of a preferred, non- controlling nature and continue to prioritize Inuit and Nunavut businesses operating in Nunavut's arts, harvesting and tourism sectors. NDC will continue to emphasize investments that support employment and income earning opportunities and the growth of business in our smaller Nunavut communities. NDC will communicate regularly with organizations such as Atuqtuarvik, ED&T, NBCC and CanNor in advancing this priority.

Status: *This year NDC has approved a new \$125,000 preferred share investment for a Cambridge Bay based business enterprise and is currently reviewing a second investment proposal from a Qikiqtanni based business enterprise. NDC is in regular contact with Atuqtuarvik, EDT and NBCC on potential joint financing opportunities supporting job creation, the growth of Nunavut business and the diversification of our Territorial economy. NDC's investments in Nunavut business enterprises help support the growth of business and the diversification of our economy; they also help support 75 Nunavut based jobs.*

2. Capital Fund & Subsidy Fund - Working within the Corporation's Investment Guidelines, Regulations and the NDC Act, NDC will assess opportunities for new subsidiary company investment in Nunavut's smaller communities. Investment from the Capital Fund supports the acquisition of share capital in the subsidiary company while investment from the Subsidy Fund supports ongoing operating contributions. Any new equity investments leading to the incorporation of a new subsidiary company, where NDC controls the organization by virtue of its shareholdings, will prioritize investments in Nunavut's arts, harvesting and tourism sectors that generate employment and income earning opportunities for local residents. Partnerships with Hamlets, community development corporations, local business enterprises and other funding agencies are critical in the advancement of this priority.

Status: *The Capital Fund and Subsidy Fund supports both direct and indirect investment in projects and subsidiary companies with an emphasis on Nunavut's small communities. NDC has eight subsidiary companies whose operations are partially financed through investment from NDC's capital fund and subsidy fund. Per the Main Estimates NDC will invest \$1.4 million from the Capital and Subsidy Fund to its subsidiary companies and aside from the indirect benefit to local economies will also help support 50 Nunavut based jobs in Nunavut's fishing, harvesting and cultural industries sector. NDC is also a partner in three separate projects supporting the operations Iqalupik Fish Plant in Chesterfield Inlet to support their summer char fishery, the Winnipeg Art Gallery in the promotion of Inuit Art from*

Nunavut, and Nunavut Qiviut in Kugluktuk supporting the development of a consolidated Nunavut qiviut industry.

3. Cultural Industries – Ivalu will continue to inventory larger volumes of Nunavut art and craft items both to support increased local retail sales and for pursuing wholesaling opportunities with other northern retail clients. The Sales Division will continue marketing to clients in southern Canada, the US and Europe. NDC with its subsidiary companies and community purchasing networks will build stronger Nunavut and northern selling options for Nunavut producers. NDC will continue to work closely with EDT's Cultural Industries Division, the Nunavut Arts and Crafts Association and other groups committed to advancing opportunities for artists in Nunavut.

Status: *NDC has developed important supply partnerships with many Nunavut artists and business enterprises in Nunavut's Cultural Industry sectors. The partnerships provide important conduits for business growth and income earning opportunities for artists, sewers, musicians and sector participants. Along with local walk up sales Ivalu (Rankin Inlet) continues to inventory large amounts of arts and crafts for distribution to partner companies across the North while the Sales Division services partner galleries and commercial accounts in southern Canada and internationally. Uqqurmiut Arts and Crafts (Pangnirtung) has become a largest supplier of Inuit produced jewelry made from ivory, bone and baleen. Kiluk(Arviat) supplies a growing line of sealskin and other fur sewn products, Taluq (Taloyoak) continues to generate income earning opportunities for local seamstresses and Jessie Oonark Ltd (Baker Lake) producing a variety of Nunavut themed printed and sewn goods.*

4. Harvesting / Fisheries – NDC will continue to advance the hub and spoke model supporting the sustainable commercial harvesting and distribution of finished country food products within Nunavut. Kivalliq Arctic Foods has become a hub for this important initiative drawing char, turbot, muskox, caribou and maktaaq from across Nunavut. Kivalliq Arctic Foods and Papiruuq Fisheries will collaborate with the Whale Cove HTO to further advance the maktaaq project initiated in the year previous. The long-term health of Nunavut's wild caribou herds are of paramount concern. NDC will continue work closely with regulators and harvesters to ensure harvesting initiatives at its plants take place within the established commercial quota framework. Maintenance of commercial harvesting records at the processing plants is also essential for later tracking and verification by federal and territorial inspectors. NDC will continue to encourage mutually beneficial supply partnerships with harvesters, fishers and HTO's across Nunavut to supply the processing plants. NDC will explore alternate supply partnerships for wild meat with other potential Canadian suppliers. Continued emphasis on food safety at both Kitikmeot Foods and Kivalliq Arctic Foods also remains a high priority and NDC will ensure that both processing plants have ongoing access to food safety specialists.

Status: *NDC maintains important partnerships with Nunavut based business enterprises, subsidiary companies and individual Nunavut harvesters. NDC via*

Kivalliq Arctic Foods is assisting in the reopening of the Iqalupik Fish Plant in Chesterfield Inlet as an important supplier of char for Kivalliq Arctic Foods. Kitikmeot Foods is also actively involved in harvesting approximately 90,000lbs of arctic char from water bodies in and around Cambridge Bay. Papiruaq Fisheries (Whale Cove) is running a summer char fishery and will purchase maktaaq from the HTO and in turn supply Kivalliq Arctic Foods. Kitikmeot Foods and Kivalliq Arctic Foods maintain a growing customer list ranging from individual Nunavut households to commercial and institutional clients. NDC is a minority shareholder in both the Arctic Fishery Alliance (Qikiqtarjuaq) and Pangnirtung Fisheries both business enterprises being actively involved in harvesting Nunavut's turbot quotas and generating significant employment for Nunavummiut. Kivalliq Arctic Foods will commercially purchase caribou and muskox from hunters again this winter and will buy winter char from fishermen in Qikiqtarjuaq; Kitikmeot Foods will undertake a commercial winter muskox harvest. NDC through Kivalliq Arctic Foods and Kitikmeot Foods actively support essential Nunavut organizations such as our foods banks and soup kitchens with an ongoing supply of country food.

5. Tourism - NDC will look for new equity investment opportunities in Nunavut's tourism sector. The economies of Nunavut's smaller communities can effectively support tourism related business such as hotels, B&B's, restaurants and local tour operators. Such investment helps create employment and income earning opportunities in small communities where opportunities are few while also supporting an influx of new investment capital.

Status: *NDC recently approved a new investment in a Cambridge Bay based business enterprise. The equity capital approved by NDC will help the business enterprise finance the construction of a commercial building in the community with four commercial spaces for lease to local small businesses. As part of the initial investment proposal correspondence was included from local businesses, some of whom being involved in the tourism industry, expressing interest in potentially leasing one of the contemplated commercial spaces. The development will also include four additional properties available for short or long-term rental for residents or visitors to the community. NDC is also a preferred share investor in Tukumaaq Incorporated, operator of the Naujaaraaluit Hotel in Clyde River. Finally, NDC remain listed as a potential investor in an Arctic Bay tourism based business enterprise; discussion with the potential investee remain ongoing.*

Priority Items 2017-18

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.

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 NDC other subsidiary companies will collectively invest \$2 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. Papiruiq 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.

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 2018-19

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.
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 \$2 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 2019-20

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.**
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 \$2 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. Papiruaq Fisheries (Whale Cove) and Ikalupik Fisheries (Chesterfield Inlet) will work in close coordination with Kivalliq Arctic Foods on summer fishery initiatives. Kitikmeot Foods and Kivalliq Arctic Foods will also pursue winter fishery initiatives with fishermen from other Nunavut communities such as Qikiqtarjuaq. 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.

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Business Plan
Government of Nunavut
& Territorial Corporations

2017-2020