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## INTRODUCTION

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

Drawing guidance and direction from *Turaaqtavut*, the 2019-2022 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 eleven departments and five territorial corporations. The Business Plan is a strategic and operational plan tied to the Main Estimates, which provides details of expenditures projected to be incurred.

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

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

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

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

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

The **Core Business** section describes, for all departments and crown corporations, their business lines, Inuit employment targets and objectives, as well as the corresponding budgets contained in the Government of Nunavut’s 2019-2022 Main Estimates. For each line of business, a status report is provided on priorities identified for the 2018-2019 fiscal year. New priorities for each program are outlined for 2019-2022.

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

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

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Turaaqtavut

Government of Nunavut Priorities

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## Vision

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

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

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

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

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

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

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

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

## Guiding Principles

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

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

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

## Priorities

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

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



## **Inuusivut**

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

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

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

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

Our priorities are:

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



## **Pivaallirutivut**

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

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

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

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

Our priorities are:

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



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

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## **Inuunivut**

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

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

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

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

Our priorities are:

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

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

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## **Katujjiqatigiinnivut**

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

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

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

Our priorities are:

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

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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.

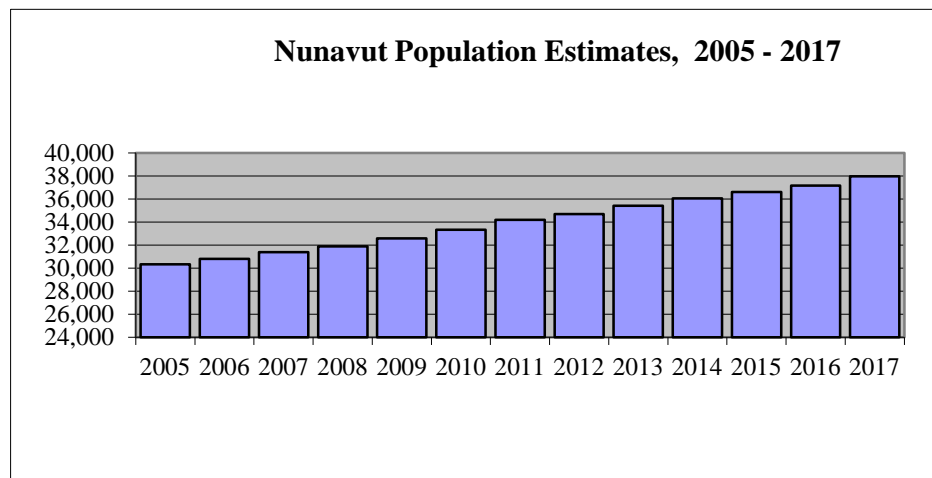
The environmental factors having the most direct impacts on our work include:

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

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

### Demographics

Nunavut has Canada's youngest and one of the fastest growing populations. On average, the population has been growing by 1.9 percent annually since 2005. In total, the population has grown by 25.2% percent over the past 13 years. By comparison, Canada has grown an average of 1.1% annually or by a total of 13.9% over the same period.



Source: Statistics Canada, Demography Division

As of 2017, the median age of the Nunavut population was 26.4 years, compared to 40.6 years in Canada. The youthfulness of Nunavut is apparent, as 30.9% of the population is below the age of

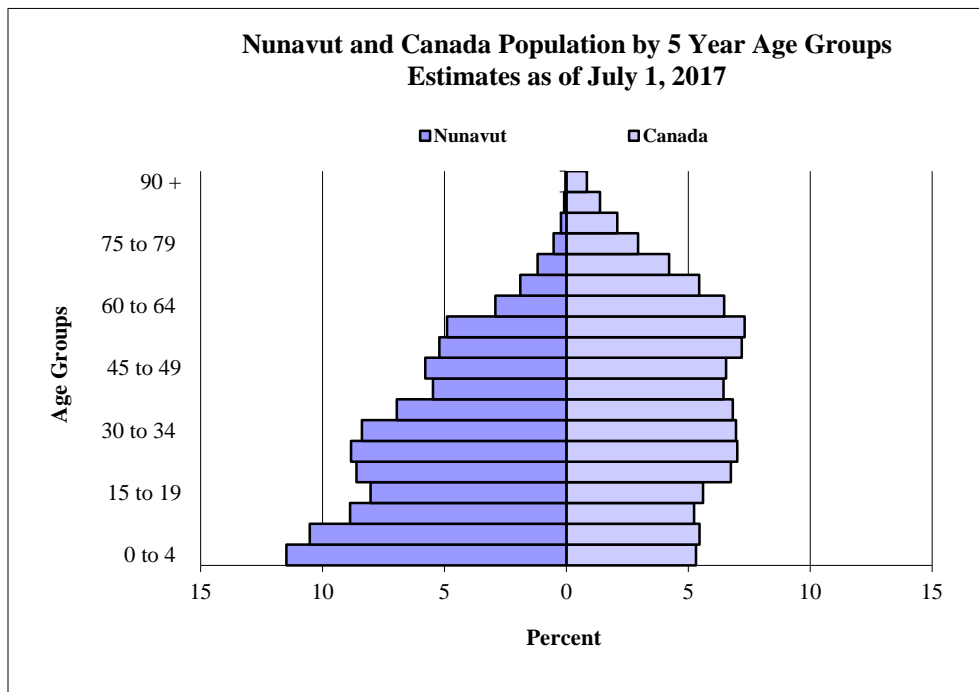
15, compared to 16.0% in Canada. Despite the youthfulness, the number of seniors has doubled since 2005. Nunavummiut over 64 make up 4.0% of the population, as compared to 16.9% in Canada.

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

Age Groups	Nunavut	Canada	Nunavut %	Canada %
Less than 15 years	11,735	5,877,081	30.9	16.0
15 to 64 years	24,750	24,635,458	65.1	67.1
65 years and over	1,511	6,195,544	4.0	16.9
<b>Total</b>	<b>37,996</b>	<b>36,708,083</b>	<b>100</b>	<b>100</b>

Source: Statistics Canada, Demography Division

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



Source: Statistics Canada, Demography Division

Nunavut’s population continues to place new demands on the health and education systems and on the wage economy. Changing demographics pose challenges, but also offer opportunities, for

all departments and agencies within the Government of Nunavut. In order to effectively plan for the future growth of programs, it is essential that demographics, including the age distribution of the population, be consistently monitored and incorporated into strategic and operational plans.

## **Geography**

Nunavut’s many beautiful landscapes, natural resources and ecological zones provide many opportunities. However, the sheer size of the territory in relation to its population causes considerable challenges as well. Nunavut covers 1.994 million square kilometres of land mass, with a population estimated at 37,996 (as of July 1, 2017). This results in a population density of only 0.02 people per square kilometre. By comparison, Canada has a population density of around 3.6 people per square kilometre (based on 9.985 million km<sup>2</sup>, with a population of 36,708,083).

**Nunavut Community Population Estimates as of July 1, 2017**

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

Source: Nunavut Bureau of Statistics

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

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

## **Economy**

Nunavut’s mixed economy is characterized by a relatively large public sector and an expanding mining industry. Other industries hold great potential for growth, such as fisheries, the arts, and tourism.

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

### **Economic Development and Entrepreneurship**

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

Community-based business development that caters to local needs will reduce dependency on government assistance and foster social inclusion.

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

Nunavut is recognized as one of Canada's most attractive jurisdictions for mineral and petroleum exploration and investment.

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

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

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

Gold production at Meadowbank mine, operated by Agnico Eagle Mines Ltd., constitutes the largest share of Nunavut's mining output. Meadowbank will continue to produce gold well into 2019. The company also owns the Meliadine gold project near Rankin Inlet, which is expected to start production in 2019 before Meadowbank mine production closes. Mining operations at the new Amaruq project, located 50 km northwest of Meadowbank, will also begin in 2019. Amaruq's yearly production is expected to at least equal Meadowbank's.

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



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

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

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

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

### **Tourism and Cultural Industries**

Nunavut's distinctive attractions have great potential to support the development of tourism. Inuit cultural activities, the Arctic environment and wildlife could form the basis of entrepreneurial activities that help create sustainable livelihoods for families. From soapstone carvings to the production of feature films, Inuit knowledge and creativity has demonstrated success in many artistic media. Inuit and Arctic themes enjoy wide recognition and appeal to North American and global markets.

Marketing of locally produced authentic products faces many hurdles. On the supply side, Nunavut businesses and artists need to become export-ready, to develop value-added components, and build the capacity to enter extra-territorial markets. Artists in all disciplines must innovate in order to succeed. On the demand side, viable niche markets for Nunavut products need to be developed or expanded through branding, product development, marketing, and establishment of distribution channels.

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

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

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

## **Labour Market**

The Nunavut Bureau of Statistics monitors and reports monthly on labour force statistics. On average, from September 2018 to November 2018, the number of employed people in Nunavut was estimated at 14,000, which was up by 500 from the same period in the previous year. Also on average, for September 2018 to November 2018, the employment rate stood at 54.8%, while the unemployment rate was estimated at 13.1%.

In the short-term, over the past 12 months, employment for Inuit showed a decline while employment for Non-Inuit residents has been showing signs of increase. The Inuit employment rate decreased 0.7 percentage points or from 46.4% to 45.7%. For Non-Inuit, the rate went up by 2.1 percentage points and currently stands at 91.1%.

Nunavut's labour market is unique, with the majority of jobs being in the public sector. Growth in private sector employment is anticipated in mining and construction. New enterprises seeking to establish themselves in Nunavut are hindered by high costs, limited access to office and work space, and high rates of employee turnover.

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

## **Career Development**

As of August 2018, there were currently 110 active apprentices, and 11 trade qualifiers for apprenticeship in Nunavut. Registration levels have held relatively consistent in the past six years, indicating the industry's continued support for apprenticeship.

Based on current labour market information and statistics regarding the educational attainment rates of young Nunavummiut, there is a need for targeted youth programs, for Nunavummiut who are not in school and between the ages of 15-30. As a result, new youth labour market training initiatives are being developed to enhance current youth programming.

The Financial Assistance for Nunavut Students (FANS) Program provides financial support to Nunavut students attending post-secondary education programs. The number of students who access FANS continues to grow. For the 2018/19 academic year, 402 FANS applications were approved for funding. For the 2017/18 academic year, 415 FANS applications were approved. Recent changes to FANS have also increased the number of educational options for Nunavummiut.

## **Income Assistance**

On average, approximately 40% of Nunavummiut access financial support provided by Income Assistance to cover the basic costs of living each year. Income Assistance encompasses a broad variety of programs of financial support for Nunavummiut, to meet basic needs related to shelter, food, and clothing, and to assist in the transition towards employment. These programs include Income Assistance, the Senior Fuel Subsidy, the Senior Citizens Supplementary Benefit, and the Daycare Subsidy.

## Nunavut Total Income Assistance Recipients

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

Given the high rates of Nunavummiut on Income Assistance, the Department of Family Services is exploring ways to better support Nunavummiut on Income Assistance, and provide greater opportunities to help more Nunavummiut more towards self-reliance and independence. In the fall of 2015, the Departments of Family Services and Economic Development and Transportation undertook consultations across Nunavut to better understand the needs of communities, and to help build a new approach to income assistance and economic development.

The *Report on the review and reform of Income Assistance and Economic Development* outlines 15 reforms to strengthen Income Assistance across Nunavut. The Government has completed phase one of the reform, which included strengthening incentives to earn income, treating all earned income equitably, exempting more savings so that clients still qualify for assistance, and strengthening financial support for low-income Nunavummiut living with disabilities. The latest major reforms were implemented in July 2018, which will simplify Social Assistance calculations, and link Social Assistance to changes in living costs. These latest reforms ensure that benefits will better cover the cost of basic needs, and will accurately reflect the cost of food in each community.

As Nunavut's large cohort of young people become adults, efforts must continue to strengthen the partnerships between the government and other service providers to provide training and employment, and ensure Nunavummiut have opportunities to move towards independence. An example of one such partnership is the Getting Ready for Employment and Training (G.R.E.A.T) Program. G.R.E.A.T. is a collaborative partnership between the Department of Family Services' Income Assistance and Career Development divisions, and Nunavut Arctic College, to prepare Nunavummiut on Income Assistance for employment. The program combines in-class skill building and a job placement with a local employer. Since the program began in September 2015, it has been delivered in 24 communities, with 198 participants completing the program.

### **Poverty Reduction**

Poverty in Nunavut is amongst the highest in Canada. According to Statistics Canada, in 2014, 10,500 families in the territory experienced poverty as per the Low Income Measure, and the 2014 Canadian Community Health Survey measured household food insecurity in Nunavut at 47%. In Nunavut, poverty has multiple dimensions related to food insecurity, inadequate access to housing, poor health, low rates of school achievement, addictions, and family violence.

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

*Makimaniq Plan II: A Shared Approach to Poverty Reduction (2017-2022)*, brings together partners under a joint commitment and shared accountability to work towards reducing poverty in the territory. *Makimaniq Plan II* expresses what communities have said is needed to reduce poverty and identifies 8 long-term outcomes for reducing poverty, including increasing food security, strengthening local economics, increasing community decision-making, and increasing access housing.

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

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

## Social and Cultural Environment

### Culture and Heritage

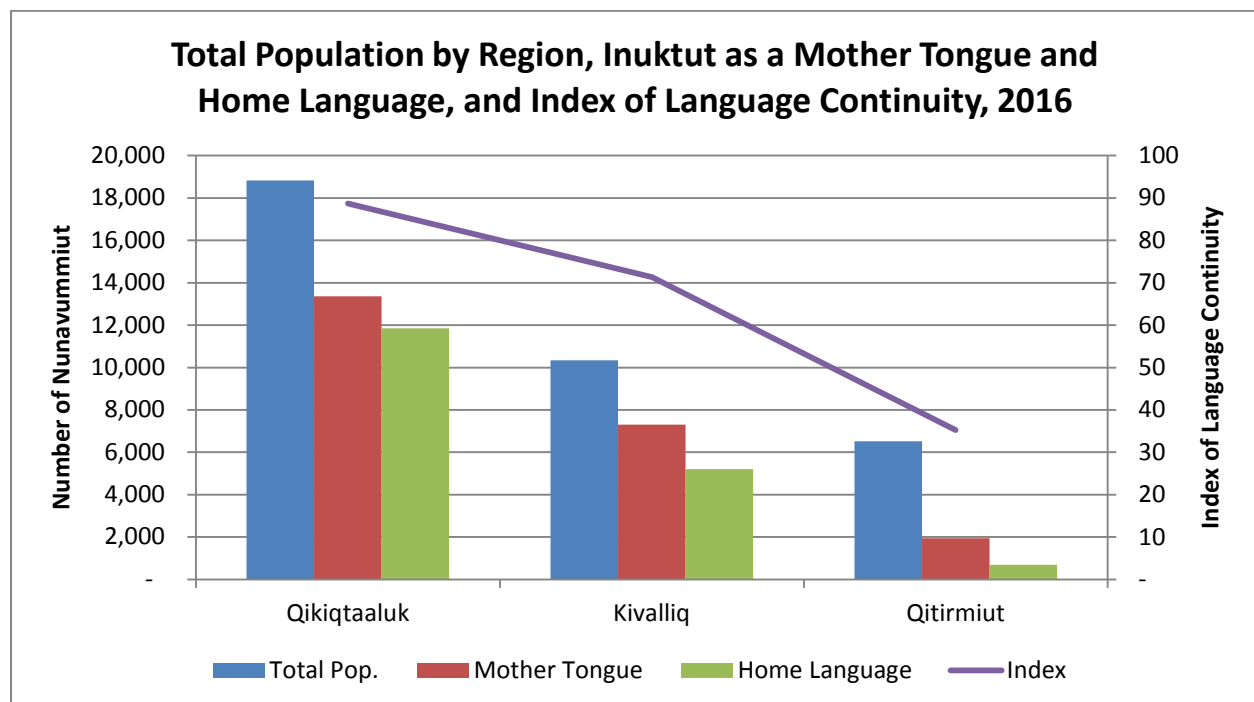
Nunavummiut have expressed a desire to have a government that reflects Inuit values, traditional knowledge, and approach to life. The Government of Nunavut continues to work at integrating Inuit Societal Values in all of the government’s policies, programs, and workplaces; makes progress towards a representative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

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

### Language

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

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



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

If people have Inuktit as their first language, but do not use it at home, then their children will likely not learn it at an early age, jeopardizing language continuity and/or language transmission. Strong and positive action is required to ensure that Inuktit remains at the forefront of Inuit society.

In 2008, Nunavut adopted unique and historic legislation to protect and promote Inuktit. The language Acts are unprecedented in their scope and scale; they represent a bold and unique framework for the protection of languages and, more broadly, a stepping-stone towards the creation of a distinct and modern society.

Nunavut's *Official Languages Act* was approved by the Legislative Assembly in 2008, and came into force on April 1, 2013. The new Act maintains all the rights and privileges of English and French speakers, while raising Inuktit to equal status. This level of statutory protection of an aboriginal language is unprecedented across Canada. The Act creates obligations for the Legislative Assembly, the Courts, and the Government of Nunavut to actively offer their communications and services to the public in the official languages.

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

The Government of Nunavut is committed to implementing its language legislation. The Government of Nunavut's first Uqausivut 2., the second comprehensive plan to implement the provisions of the language laws, was renewed in 2018. After consulting with departments, public agencies, municipalities, businesses, the francophone community, regional Inuit associations and Nunavut Tunngavik Inc., the Government of Nunavut is preparing Uqausivut 2.0, which sets out the detailed areas of focus and strategies that will be key to achieving Nunavut's language goals.

### **Inuit Societal Values**

Elders provide cultural continuity, help develop leadership, and pass on our traditional skills and knowledge. Turaaqtavut identified as a priority for this Government to use approaches that reflect Inuit Societal Values to build a strong future for Nunavummiut. This priority, entitled Ivitippalliajut, will give the government the foundation it needs to create programs, policies and services that are culturally relevant and meet the needs of 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 Qaujimagatunqangit 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**

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

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

Even with efforts to promote healthy and active youth, challenges persist, 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. The Government of Nunavut has made

steps to ensure the proper care of its heritage collections until such time as Nunavut has its own heritage infrastructure. Nunavut's community libraries are a vital part of the information environment of Nunavut and its residents.

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

### **Educational Needs**

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

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

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

### **Early Learning and Child Care**

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



The availability of space for building childcare facilities is a significant barrier to affordable daycare as few non-governmental organizations have adequate resources to support capital projects. (Source: Childcare Resource and Research Unit, *Early childhood education and care in Canada 2014*, 10<sup>th</sup> edition, December 31, 2015, revised March 10, 2016) The Canadian average of childcare space availability (both full and part-time), in relation to population size of children aged 0-5 was 24.1% in 2014, while in Nunavut, it was only 22.8%. Despite efforts to train new early childhood educators and enhance the skills of existing educator's staff turnover is still an issue.

In recognition of the importance of supporting parents and families, the Government of Nunavut and the Government of Canada signed the Canada-Nunavut Early Learning and Child Care Agreement on September 20, 2017. With this bilateral agreement, the governments agreed to work together to address some of the key Early Learning and Child Care (ELCC) issues in the territory.

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

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

The Nunavut K-12 system continues to make incremental progress as the number of graduates has risen approximately 11% annually since the creation of the territory. Despite these modest gains, Nunavut remains the jurisdiction with the lowest number of graduates across Canada.

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

Nunavut's school average attendance rate was 66.3% in 2017/18 and this affects student achievement. Missing one day of instruction per week can result in years of instruction being lost and in turn lower student achievement. This complex issue is difficult to address and the Department of Education is exploring an integrated approach to document and promote strategies that will increase parental and community engagement with schools. This strategy has begun with the development of "*It Starts at Home*" – *Family Engagement: A Resource for Nunavut Schools* and other 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 all sectors of the territory have continued to put pressure on the public sector to ensure that the adult population is equipped with the essential skills to participate in the social and economic development of Nunavut. This has translated directly into greater pressure on the K-12 system to produce more graduates with the literacy and numeracy skills required by diverse sectors in Nunavut.

This pressure has also provided an opportunity for the Department of Education and Nunavut Arctic College to enhance both the quality and number of programs delivered at the post-secondary and academic readiness levels in order to support advanced learning. In order to ensure that the Nunavut Teacher Education Program is meeting the needs of its students and the territory, Nunavut Arctic College and the Department of Education have been working to review the Nunavut Teacher Education Program to produce more quality educators. In recognition of the need to provide adult learners with an alternate pathway to attain their secondary school diploma, the Pathway to Adult Secondary School (PASS) program has been developed and currently has learners from twelve communities enrolled in the program.

The Department of Education and Nunavut Arctic College are also collaborating 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.

## **Health Status of Nunavummiut**

There are many unique challenges to delivering health care in Nunavut as compared to the rest of Canada, including the necessity of medical travel and information technology capacity in the Canadian Arctic. The health status of Nunavummiut remains below the national average and overall life expectancy trails the Canadian average by 10 years, while infant mortality rates are nearly five times higher in Nunavut. Tuberculosis continues to be a significant public health priority, while social issues such as substance abuse, addiction and suicide remain 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 health promotion programs continue to engage Nunavummiut and develop community programming aimed at reducing these stated harms while promoting food security and nutrition. These social determinants of Health illustrate that there are many factors that impact health and health outcomes of individuals, such as access to housing and educational attainment.

Healthy living encourages healthier pregnancies, lower rates of chronic and communicable disease, and improved mental wellness. Traditional and clinical approaches both play a role in encouraging Nunavummiut to maintain or regain their health and well-being. Healthy living also

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

Tuberculosis (TB) continues to be an issue facing Nunavummiut. In 2017, 101 cases of TB were diagnosed; this marks a significant increase over the previous 6 years. Nunavut's TB rate is approximately 50 times higher than the national average. Tuberculosis rates in Nunavut are exacerbated by multiple overlapping factors. Social determinants of health, including housing conditions and income levels, affect Nunavummiut's overall health outcomes. For TB, overcrowded housing, smoking, and long winters necessitating more time indoors, are particular concerns.

The Government of Nunavut's Department of Health is responding to the TB crisis. In Qikiqtarjuaq, approximately 90% of the eligible residents were screened for Tuberculosis by a specialized mobile clinic. This clinic was the collaborative effort of multiple territorial departments, the hamlet of Qikiqtarjuaq, and the federal government.

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

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

The Government of Nunavut takes a proactive approach to patient-centered, innovative health solutions through technology and quality of care to ensure that clinical expertise and services are available to Nunavummiut. Work is continuing towards improving mental health and addictions services, to identify and address gaps in the long-term care service continuum. The Government of Nunavut continues to invest additional resources into public health, recognizing that making investments in health promotion and preventative care now, will help reduce the high cost of primary health care in the future.

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

### **Health Information**

As of June 2018, the Departments of Health's Interoperable Electronic Health Record program called MEDITECH has been implemented in all Nunavut communities and is intended to improve overall public health surveillance. MEDITECH provides the department with a modern, precise and secure clinical information system that can be used to: direct limited resources, contribute clinical information, and enable reporting capabilities.

### **Child and Family Services**

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

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

The Government of Nunavut continues to focus on prevention and early intervention in the area of child and family services. The Government of Nunavut is working to strengthen Inunnguiniq parenting initiatives across the territory and engaging with communities and stakeholders to deliver this program.

### **Justice & Crime Prevention**

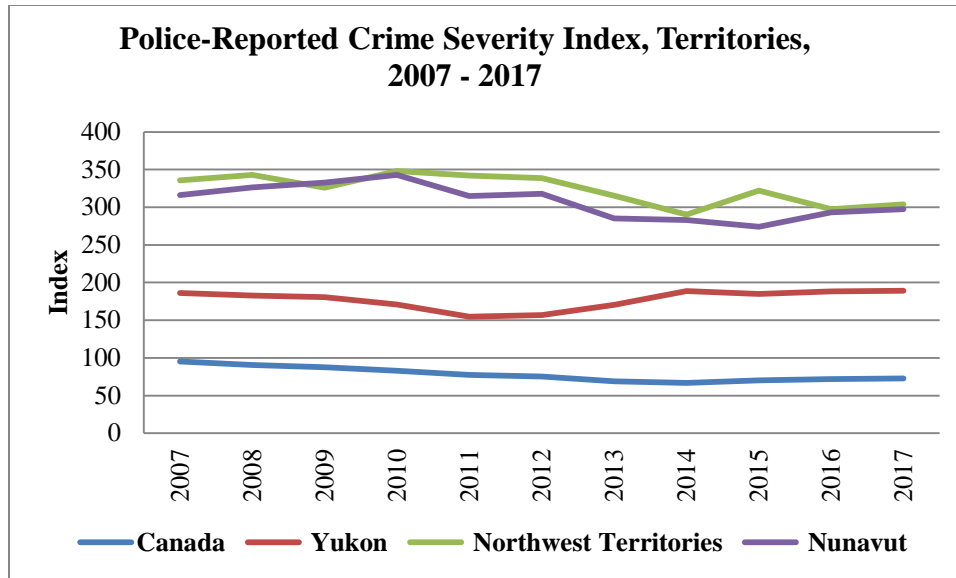
A number of factors create unique challenges for the administration of justice in Nunavut. Some of these factors include: a high incidence of crime (particularly violent crime); addiction and mental illness; strain on the resources of the courts, corrections, and police; and developing trends in crime.

#### **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 7,551 charges), but has since declined in 2015 (5,527 charges). Youth charges have seen a similar decline from a peak in 2010 (1,247 charges) to 2016 (548 charges).

Although there has been a decrease in overall reported crime rates, Statistics Canada 2015 Police Report Crime Study indicates the rate of violent crime in Nunavut still far exceeds the National average. The rate of violent crime in Canada was 1,062 per 100,000 persons, while it was 7,947 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.

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



Many factors contribute to the high rate of crime in Nunavut, including lower overall education attainment, overcrowded homes, and poverty. However, it appears that the majority of crime in Nunavut is committed while the offender is under the influence of intoxicating substances such as alcohol or drugs. 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 been victimized themselves or suffer from an undiagnosed and/or untreated mental illness or intellectual disabilities 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 March 2017, the Minister of Justice tabled the Crime Prevention Strategy, which included a specific Action Plan for developing and supporting initiatives to address the root causes of crime. Community Justice Division has also collaborated with the Department of Health to establish the joint Ikajuqtigiinniq Project focusing on crime prevention and wellness at the community level in 10 selected communities.

**Corrections**

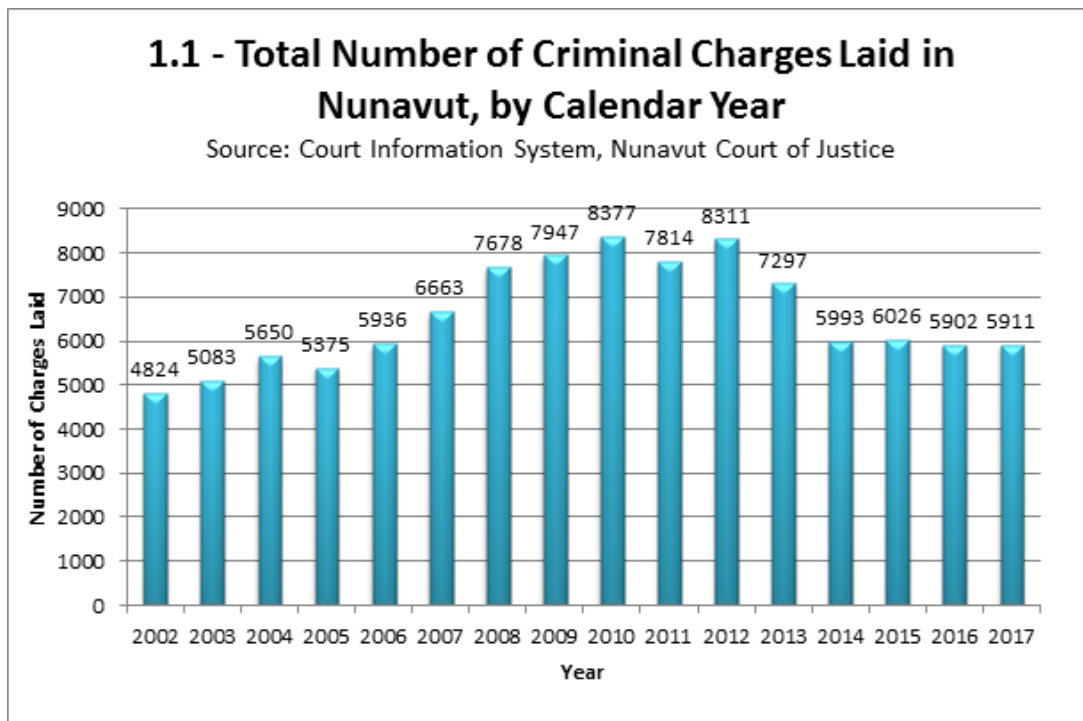
The Government of Nunavut is making progress in its corrections role. The Department of Justice opened its first women’s correctional facility in June 2010 and the Rankin Inlet Healing Centre in February 2013 and the Makigiarvik Correctional Centre opened in 2015 both for minimum and medium security 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 in 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, as Canada’s only unified trial level court, presides over all summary and 4 indictable criminal matters from homicides and attempted murder charges to less serious criminal charges. There are currently six (6) resident judges with the Nunavut Court of Justice. Justice Susan Charlesworth and Justice Christian Lyons received appointments in June 2018 filling judicial seats that had become vacant on the retirements of Justice Earl Johnson and Senior Justice Robert Kilpatrick in 2015 and 2016 respectively. The court also has a roster of 53 deputy judges. Judges of the Supreme Court of the Northwest Territories and Supreme Court of Yukon are included in this number as they are *ex-officio* judges of the Nunavut Court of Justice by virtue of their as Superior Court Judges in Canadas two other territories. The court’s use of deputy judges was 62 sitting weeks in 2016 increasing to 94 in 2017.

The following chart, illustrates the number of criminal charges laid in Nunavut from the year 2000 to 2017.



Alternatives to the formal court process, such as restorative 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.

Legal Aid is comprised by the Board, regional clinic boards, senior Legal Services Board staff, Government of Nunavut Gjoa Haven staff, lawyers, and regional clinic administrative staff and Court Workers. Staff lawyers are based in three regional clinics; Maliiganik Tukisiniarvik Legal Services (Iqaluit), Kivalliq Legal Services (Rankin Inlet), and the Kitikmeot Law Centre (Cambridge Bay). The Board maintains staff positions for sixteen criminal lawyers, 6 family lawyers, 2 Civil / Poverty lawyers and the Chief Executive Officer who is required by statute to be a lawyer.

In addition to the staff lawyers, Board employs an executive management team, a model known as the C-suite which consists of a Chief Executive Officer, a Chief Operations Officer, and a Comptroller. The Board also employs a regional director for each region, positions filled by Inuit. In the Gjoa Haven office, there are three Government of Nunavut employees assigned to Board; Finance/Office Manager, the Senior Statute Administrator, and a Finance & Operations Analyst/Statue Clerk. There were twenty one Court Workers working in all 25 communities around the territory in this recent year. Court Workers provide clients with a critical link to the justice system, and provide lawyers with an important cultural connection to the communities and clients they represent and serve.

Court Workers coordinate legal aid applications, interpretation, finding, and arranging client and/or witness-lawyer meetings in preparation for court appearances and assisting community clinics. In 2017/18, the Legal Services Board assisted 2,506 individuals on criminal matters;

assisted with facilitating the applications for 332 new criminal files, 455 new family and civil matters, and 957 ongoing matters. In the same period, there were 345 circuit weeks and 42 discrete trial weeks. In sum, the Board assisted 3,463 individuals in 2017/18.

The Crime Severity Index information captured above has a direct impact on the work of the Legal Services Board.

The Nunavut Court of Justice regularly holds court in every community in Nunavut and has been working on reducing wait times. Recent Statistics Canada has indicated that Nunavut has the second shortest criminal court wait times in Canada.

## **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 abuse and trafficking of heavier narcotics (such as cocaine and heroin), money laundering and fraud are examples of crimes not yet prevalent in the Territory, but which the RCMP has noted recent occurrences. It is important for all justice stakeholders to recognize the need to anticipate and respond to any noted increase in new classes of crime that could seriously affect the health and safety of our communities through the commitment of adequate resources.

## **Environment**

### **Land**

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

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



## **Communities**

Many communities are burdened with abandoned waste sites, some of which are contaminated. Demands for increased development have driven the need to ensure that sustainable practices are employed and maintained in the long term.

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

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

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

## **Partners**

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

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

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

## **Climate Change**

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

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

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

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

## **Energy and Infrastructure**

### **Energy**

Due to Nunavut's vast land mass and lack of roads connecting its widely dispersed communities to one another, each community has its own standalone energy grid. Currently, Nunavut relies on imported fossil fuels for nearly all of its energy requirements. Nunavut imports 212 million litres of fuel annually for transportation, heating and electricity generation. All of Nunavut's fuel is purchased and shipped in bulk during a short summer season and stored in facilities in each community.

Nunavut's energy need have been increasing over time. The price of energy in Nunavut is subsidized. To provide energy to all Nunavummiut, there is a growing requirement to allocate additional funding from Nunavut's budget. As the economy and population of the territory grows, so too does the demand for imported fuels.

Initiatives such as the Federal Government's Pan Canadian Framework on Clean Growth and Climate Change present a new opportunity for increased renewable energy generation and energy efficiency improvements in Nunavut. To this end, the Government of Nunavut's energy strategy, *Ikummatiit: An Energy Strategy for Nunavut* focuses on reducing reliance on fossil fuels, finding alternative energy sources, and promoting the efficient use of energy in the territory. Implementing innovative technologies and solutions will be paramount to reducing our dependence on fossil fuels and reducing the territories greenhouse gas emissions.

### **Transportation**

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

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

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

### **Communications**

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

Nunavut will significantly benefit from the Connect to Innovate fund from the Innovation Science and Economic Development program. Northwestel was awarded \$49.9 million last year, to enhance Nunavut internet capacity. Upgrades are expected to be completed by the end of 2019.

The new T19V satellite was launched in the spring of 2018. Once operating at full functional capacity, T19V will bring an estimated additional 12 gigabytes of internet broadband capacity to Nunavut communities.

In our continuous effort to promote better telecom services for Nunavummiut, the GN contributed to the Canadian Radio-Television and Telecommunications Commission's notice of consultation pertaining to the development of the Commission's broadband funding regime, including its governance, operating, and accountability frameworks, as well as eligibility and assessment criteria for proposed projects.

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

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

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

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

### **Support for Municipalities**

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

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

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

The department will continue its Municipal support surrounding the new computerized system as well as working in conjunction with the Municipal Training Organization for ongoing training support. This will be beneficial to the Municipalities by fostering better managing of operation and maintenance budgets allowing funding to go further and allowing municipalities to supply more services to the community at large. Facilities will last the full life cycle, average of 25-30 years, without the need to of extensive renovation or complete replacement before their time.

### **Community Infrastructure**

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

A deliverable under the Federal Gas Tax Agreement was the development of Integrated Community Infrastructure Sustainability Plans (ICSP) to create and measure long-term goals for infrastructure development in each Nunavut Community. The first draft of these plans was completed in 2010 and the ICSPs have now evolved to *living documents* through the integration

of an online webtool, [www.buildingnunavut.com](http://www.buildingnunavut.com). This webtool now provides each municipality with the ability to continually update and amend their capital plans, helping communities achieve their environmental, cultural, social, and economic goals.

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

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

### **Municipal Capacity**

The Government of Nunavut supports building human resource capacity for municipalities through support of the Municipal Training Organization (MTO). The MTO has a mandate to identify community staff training needs; provide training to address those needs; and to encourage the use of best practices – with the goal of continuous performance improvement in municipal operations. The MTO is a non-profit school of community government with a Board of Directors made up of the senior administrators of municipalities and senior Government of Nunavut officials.

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

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

### **Nunavut Fire Protection**

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

### **Health Infrastructure**

Seventy percent of the territory's health facilities require renovations or replacements to ensure that they meet operational requirements and 2010 national building code standards. There is also a need for medical and mobile equipment to meet minimum standards and keep pace with

technological advances. A strategic investment in health infrastructure is necessary in order to increase capacity, meet the needs of a rapidly growing population, and reduce patient risk.

## **Resource and Capacity Challenges**

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

### **Employee Capacity**

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

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

As of September 30, 2018, GN departments and public bodies had an average capacity of 70%, although this number varies from community to community. For example, Chesterfield Inlet was at 84%, whereas Resolute Bay was at 61%. The 2017-18 Public Service Annual Report indicates the retention rate as 88%. It has been fluctuating slightly over the last decade, averaging 85%. While the retention rate is relatively stable, maintaining and increasing both capacity and retention of employees remains a challenge for the GN.

The demand for skilled and educated labour force and retaining such talent is a global challenge. GN's compensation and total rewards package to attract and remain competitive include: subsidized staff housing rents; a household allowance; Northern Allowance; competitive wages and benefits; continuous service bonuses; recognition of long-term service; bilingual bonuses (Inuktitut and French); holiday closure days and more. The GN is also committed to continued investment in the education and development of all employees, with an emphasis on increasing Inuit employment in professional and leadership roles in the public service.

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

The GN, under Article 23 of the Nunavut Agreement, has an obligation to achieve a workforce that is representative of the population across all employment categories. This presents a significant challenge to most departments and public bodies within the GN. The GN continues to develop and support programs and tools to train, develop and engage Nunavut Inuit.

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

In September 2018, overall Inuit representation across all employment categories in the public service was 50%, stable across the seven (7) most recent fiscal years since 2011-12. Though the overall rate of Inuit employment has remained stable, the total number of Nunavut Inuit employed by the GN has increased.

There were 5,005 GN positions, with Nunavut Inuit occupying 1,766 of the 3,507 filled positions. Forty-one percent of the positions are in Iqaluit, while the remaining 59% are in other communities across Nunavut. Representation of Nunavut Inuit is 34% in Iqaluit and ranges from 40% (Resolute Bay) to 72% (Pangnirtung, Qikiqtarjuaq and Gjoa Haven).

## **Acquisition of Goods and Services**

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

## **Petroleum Products**

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

In 2018-19, the price of crude oil has risen by 45% since the beginning of 2017-18. This has already translated into higher costs for other Canadian jurisdictions, and will put pressure on the Government of Nunavut, as well as businesses and residents in Territory. The world price for oil continues to play a significant role in the GN's long term fiscal planning.

To mitigate increasing costs and price volatility, the Petroleum Products Division in 2018 made several strategic changes to its supply and transportation agreement. These changes include among others; a change in its pricing reference marker from Montreal Rack to the New York Mercantile Exchange, the combination of all regions under a single, Nunavut-wide agreement,

and new provisions that allow for greater flexibility in the timing of fuel purchases. These changes have enabled the division to offset increasing costs and maintain competitive fuel prices relative to other Canadian jurisdictions.

The Petroleum Products Division plays a key role in Nunavut's energy strategy as is responsible for all functions related to the supply and delivery of the petroleum in Nunavut. In addition, Division ensures that it has adequate tank storage capacity to meet the rapidly growing population and expanding industrial base. The Division ensures that its tank farms and delivery infrastructure meet the strict environmental codes and regulations.

### **Financial Resources**

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

Until our private-sector economy and tax base expands, the GN will continue to rely on federal transfers and targeted funding initiatives. Most recently Canada renewed the TFF transfers for a further five years (from April 1, 2014 to March 31, 2019), and has committed to the Canada Health Transfer and the Canada Social Transfer until at least 2024. GN Finance officials will continue to work closely with federal, provincial, and territorial colleagues to ensure that the GN benefits fully from national funding initiatives.

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

### **Housing**

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

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

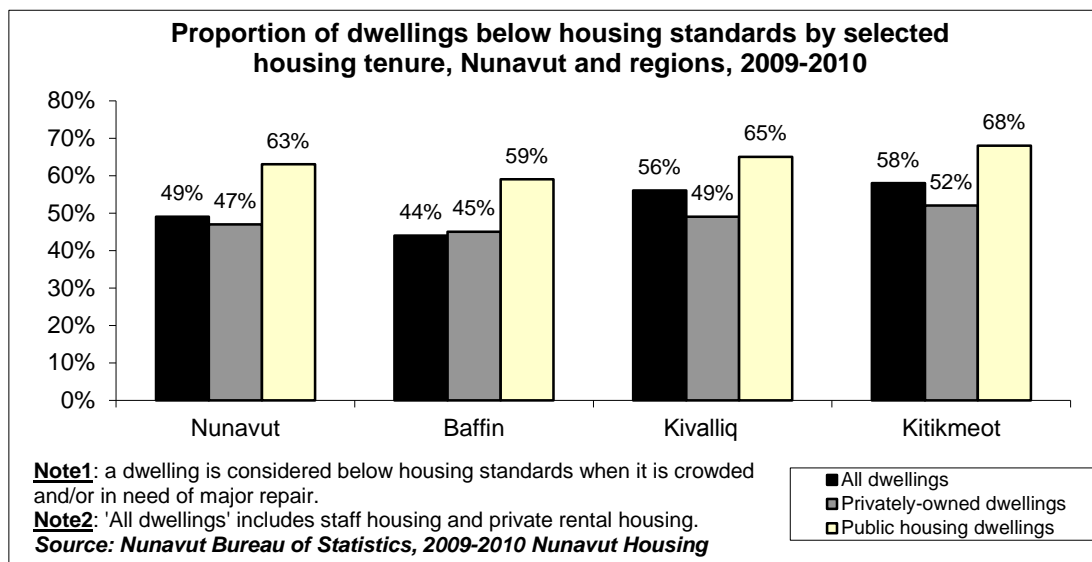
According to the 2010 survey, there were 9,400 dwellings in the 25 communities in Nunavut, of which usual residents occupied 8,550 dwellings. The remaining 850 dwellings were unoccupied or occupied temporarily by persons who considered their usual home elsewhere. Of the dwellings occupied by usual residents:

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



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

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



Considering the rapid population growth and the construction rates of the last decade, these numbers have likely not improved since the survey was carried out. The 2016 census data from Statistics Canada shows that 36.5% of the households in Nunavut are in core housing need, which is almost 3 times as high as the national average which is 12.7%. A household is in core housing need when one’s dwelling is considered unsuitable, inadequate, or unaffordable, and their income levels are such that they could not afford alternative suitable and adequate housing in their community.

Nunavut also has the highest level of overcrowding. According to the census data of 2016, 56.4% of the Nunavut Inuit live in overcrowded housing. In 2018, there were 5,496 public housing units across the territory, with an estimated gap of approximately another 3,000 units. Moreover, just to keep up with population growth in the territory, the Nunavut Housing Corporation estimates that an additional 90-100 new units are needed each year.

The Nunavut Housing Corporation currently serves 23,726 public housing tenants in 5,496 units. 69% of public housing tenants over the age of 18 earn less than \$27,040/year.

## Governance

### Nunavut Agreement

The *Nunavut Agreement* was signed in 1993 and the Government of Nunavut remains committed to implementing fully. Effective implementation of this important agreement requires a close

working relationship with Nunavut Tunngavik Incorporated (NTI), the Regional Inuit Organizations, Government of Canada and many other stakeholder groups.

The Government of Nunavut will work with NTI and Crown-Indigenous Relations and Northern Affairs to continue to implement the Nunavut Agreement. Working with all partners to implement obligations of the Nunavut Agreement will support enabling and expanding participation of Inuit in the economy. It will also enhance the services provided by government and its responsiveness to the public it serves.

In order to provide opportunity for Inuit employment in government across the territory, the government is committed to the policy of decentralization and strives to maintain over 60% of the public service outside the capital.

### **Consensus Government**

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

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

### **Intergovernmental Relations**

Compared with 30 years ago Nunavut is much more "connected" today with the rest of Canada and the world. Since the creation of Nunavut and the Government of Nunavut in 1999, the scope and pace of these interactions has expanded exponentially.

Nunavut takes every opportunity to contribute to the development of national and international policies, especially in areas where our territory and its citizens have a unique interest or insight. Our participation in regional, national and international forums fosters important opportunities to educate and advocate others about the unique qualities that Nunavut brings to Confederation.

## INUIT EMPLOYMENT PLAN – Government of Nunavut Departments

### Introduction

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

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

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

The following table is a snapshot of the public service as of September 30, 2018 by occupational category:

September 30, 2018	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	30	8	22	73%	10	45%
Senior Management	139	33	106	76%	20	19%
Middle Management	405	121	284	70%	74	26%
Professional	1626	459	1167	72%	316	27%
Paraprofessional	943	359	584	62%	367	63%
Administrative Support	1234	354	880	71%	751	85%
<b>TOTALS</b>	<b>4377</b>	<b>1335</b>	<b>3043</b>	<b>70%</b>	<b>1538</b>	<b>51%</b>

*Note: The table above only reports on established positions of the 10 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Office of the Legislative Assembly, Minister’s Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 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, 2018 by department:

September 30, 2018	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Community & Government Services	452	181	271	60%	108	40%
Culture and Heritage	92	21	71	77%	57	81%
Economic Development & Transportation	143	42	101	71%	63	62%
Education	1328	198	1129	85%	558	49%
Environment	142	52	90	63%	37	41%
Executive & Intergovernmental Affairs	102	27	75	74%	58	77%
Finance	292	82	210	72%	95	45%
Health	1205	553	652	54%	330	51%
Family Services	237	59	178	75%	108	61%
Justice	386	120	266	69%	123	46%
<b>TOTALS</b>	<b>4377</b>	<b>1335</b>	<b>3043</b>	<b>70%</b>	<b>1538</b>	<b>51%</b>

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

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

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

### **Government Wide Plan**

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

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

Carrying out these initiatives across the departments and agencies will result in the Government of Nunavut achieving enhanced Inuit employment by March 31, 2020. The following identifies the targets by occupational category:

March 31, 2020	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	30	3	27	90%	11	41%
Senior Management	134	17	117	87%	30	26%
Middle Management	396	94	302	76%	96	32%
Professional	1593	403	1190	75%	333	28%
Paraprofessional	942	335	607	64%	410	68%
Administrative Support	1228	253	975	79%	860	88%
<b>TOTALS</b>	<b>4323</b>	<b>1105</b>	<b>3218</b>	<b>74%</b>	<b>1740</b>	<b>54%</b>

*Note: The table only reports on funded positions of the 10 departments. It does not report on positions of the new Department of Human Resources (128 PYS), Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksat intern positions. The table above reflects the aggregated total of full time and part time positions.*

The following is a snapshot of the Inuit employment targets for March 31, 2020 by department:

March 31, 2020	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Community & Government Services	449	152	297	66%	131	44%
Culture and Heritage	98	26	72	73%	59	82%
Economic Development & Transportation	146	29	117	80%	70	60%
Education	1326	129	1197	90%	644	54%
Environment	142	46	96	67%	46	48%
Executive & Intergovernmental Affairs	87	13	74	85%	58	78%
Finance	220	70	150	68%	64	43%
Health	1217	463	754	62%	424	56%
Family Services	240	59	181	75%	113	63%
Justice	398	118	280	70%	131	47%
<b>TOTALS</b>	<b>4323</b>	<b>1105</b>	<b>3218</b>	<b>74%</b>	<b>1740</b>	<b>54%</b>

*Note: The table only reports on funded positions of the 10 departments. It does not report on positions of the new Department of Human Resources (128 PYS), Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksat intern positions. The table above reflects the aggregated total of full time and part time positions.*

## **Initiatives Specifically Designed for Inuit**

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

### **Priority Hiring Policy**

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

### **Restricted Competitions**

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

### **Sivuliqtiksat Internship Program**

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

### **Trainee and Internships**

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

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

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

### **Policy Foundations Program**

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

### **Amaqtaarniq Education Program**

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

### **Career Broadening Program**

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

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

### **Training Travel Fund**

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

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

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

### **Policy Development Program**

The Policy Development Program is a comprehensive training program that will enable Inuit employees of the GN to explore the perspectives, knowledge and skills needed for a career in public policy through a Policy Foundations program. It deepens the knowledge, skills and competencies of GN policy professionals through a comprehensive Policy Training program. Policy Leadership program is developed to engage senior managers and executives through occasional seminars and workshops to discuss strategic policy topics. Accreditation towards a post-secondary program is currently being explored.

### **Hivuliqtikhanut Leadership Program**

The Government of Nunavut introduced a new leadership development program to build and sustain leadership capacity. This is the first time Nunavut has initiated a unique leadership program specifically aimed to strengthen the public service. The Hivuliqtikhanut Leadership Program provides modular, classroom-based learning for emerging leaders, supervisors and senior managers using the GN Competency Model and Inuit Societal Values as its foundation. Accreditation towards a post-secondary program is currently being explored.

### **Education Leave**

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

### **Trainer's Allowance**

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



### **Learning and Development Courses**

Executive and Intergovernmental Affairs coordinates the general learning and development training courses that are available for all GN employees. These general short courses and workshops (1-5 days) are designed to meet general training needs in such areas as computer literacy, financial management, supervisory skills, and human resources management. EIA collaborates with various service providers for program delivery by institutions that specialize in that subject matter.

### **Specialized Training Fund**

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

### **Mentorship**

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

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

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

### **Learning Plans**

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

### **Occupational Certificate Training Programs**

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

### **Restricted Competitions**

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

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

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

### **Transfer Assignments**

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

### **Orientation**

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

### **Specific Departmental Initiatives**

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

**Department of  
Executive and  
Intergovernmental  
Affairs**

**Business  
Plan**

**2019-2022**

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## CORE BUSINESS

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

	Budget (\$000)			
	2018-19	2019-20	2020-21	2021-22
Directorate	8,397	<b>8,078</b>	8,078	8,078
Strategic Planning	3,028	<b>2,660</b>	2,660	2,660
Intergovernmental Affairs	6,335	<b>6,071</b>	6,071	6,071
Devolution Secretariat	2,228	<b>2,255</b>	2,255	2,255
<b>TOTAL</b>	<b>19,988</b>	<b>19,064</b>	<b>19,064</b>	<b>19,064</b>

### Directorate

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

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

### Objectives

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

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-2022
<b>Premier's Office</b>		1,308	<b>1,351</b>	1,351	1,351

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

*Department of Executive and Intergovernmental Affairs*

<b>Ministers' Offices</b>	3,137	<b>2,959</b>	2,959	2,959
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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.

<b>Commissioner's Office</b>	305	<b>295</b>	295	295
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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.

<b>Deputy Minister</b>	651	<b>631</b>	631	631
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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.

<b>Corporate Services</b>	1,179	<b>1,173</b>	1,173	1,173
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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.

<b>Access to Information and Protection of Privacy</b>	344	<b>329</b>	329	329
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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.

<b>Utility Rates Review Council</b>	476	<b>475</b>	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.

<b>Communications</b>	997	<b>865</b>	865	865
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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.

<b>Total, Directorate</b>	<b>8,397</b>	<b>8,078</b>	<b>8,078</b>	<b>8,078</b>
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**Priorities (2018-19)**

- Provide government wide coordination of the implementation of Turaaqtavut priorities.  
*Status: The department collaborated with departments and territorial corporations on the development of a government-wide implementation plan for Turaaqtavut. The plan will serve as a guidance and planning tool towards achievement of mandate objectives.*
- Ensure the government structures, processes, and programs operate in a fiscally responsible manner that supports action on our priorities and meets the needs of Nunavummiut.  
*Status: The department worked with the Department of Finance on the creation of the new Department of Human Resources. Human Resource functions from the two departments will transfer into the new department, which will be established on April 1, 2019.*
- Coordinate government wide efforts to develop infrastructure and economy in Nunavut.  
*Status: The department has established a Deputy Ministers committee to lead and coordinate government efforts to develop infrastructure and economy in Nunavut.*
- The Utility Rate Review Council will provide a review of the Qulliq Energy Corporation’s General Rate Application phase 1 and 2 to the responsible Minister for the Qulliq Energy Corporation.  
*Status: The Utility Rate Review Council conducted its review of the Qulliq Energy Corporation’s General Rate Application and provided its response Report #2018-01 on March 26, 2018.*
- The Utility Rate Review Council will host the Canadian Association of Members of Public Utility Tribunals Annual General Meeting on August 19-23, 2018.  
*Status: The Utility Rate Review Council hosted the Canadian Association of Members of Public Utility Tribunals Annual General Meeting on August 19-23, 2018.*
- Review the current GN integrated communications strategy to re-align with Turaaqtavut’s priority areas.  
*Status: The Communications Division is in the process of re-aligning the GN Integrated Communications Strategy in collaboration with communications staff of all departments.*

**Priorities (2019-20)**

- Ensure the government structures, processes, and programs operate in a fiscally responsible manner that supports action on our priorities and meets the needs of Nunavummiut.
- Implement a comprehensive communications plan to realize the goals of Turaaqtavut, with measurable benchmarks, timelines and specific deliverables.

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- Ensure that GN-wide standard operating procedures for communications are developed and implemented to ensure consistent standards of service across departments.
- Proceed to update the existing Corporate Communications Policy and Social Media Policy.
- Initiate a thorough review of GN communications tools including the Government of Nunavut website, the GN branding program, and the Visual Identity Program.
- The Utility Rate Review Council expects further major project permit applications to replace aging power plants along with a new General Rate Application from Qulliq Energy Corporation.
- The Utility Rates Review Council expects to participate in the Canadian Association of Members of Public Utility Tribunals' annual conference held in Calgary in May 2019.

### **Priorities (2020-21)**

- Ensure the government structures, processes, and programs operate in a fiscally responsible manner that supports action on our priorities and meets the needs of Nunavummiut.
- The Utility Rate Review Council expects to receive a Qulliq Energy Corporation's General Rate Application phase 2.
- Report on the GN communications review and develop an implementation plan for updates based on review findings.
- Renew the GN Corporate Communications Policy and the GN Social Media Policy.

### **Priorities (2021-22)**

- Initiate an evaluation of the GN Integrated Communications Strategy to ensure alignment with Turaaqtavut priorities.
- Initiate implementation of the GN communications review.
- Ensure training opportunities are provided for the Utility Rate Review Council to remain at the forefront of regulatory issues.
- The Utility Rate Review Council will provide recommendations on all applications from the Qulliq Energy Corporation.

## 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)	2018-19	2019-20	2020-21	2021-2022
<b>Policy and Planning</b>		1,954	<b>1,838</b>	1,838	1,838
This division provides policy support and advice to Cabinet and government departments, as well as liaises with other organizations at the policy level.					
<b>Statistics</b>		782	<b>577</b>	577	577
<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.					
<b>Evaluation</b>		292	<b>245</b>	245	245
The Evaluation section conducts program evaluations and serves as a resource to GN departments and agencies with respect to evaluations and performance measurement.					
<b>Total, Strategic Planning</b>		<b>3,028</b>	<b>2,660</b>	<b>2,660</b>	<b>2,660</b>

### Priorities (2018-19)

- Work with Justice, Culture and Heritage to ensure that government programs and services are more effective and relevant through Inuit Qaujimagatuqangit and Inuit Societal Values within legislation and policy.  
*Status: The department will establish a government wide policy development process, which incorporates input and feedback from Tuttarviit and the Inuit Qaujimagatuqangit Katimajiit.*
- Participate in the review of human resources policies and programs to increase Inuit employment at all levels of the public service.

***Status:** The department will participate in the review of human resource policies and programs once the review has been initiated. It is anticipated that this work will be led by the new Department of Human Resources.*

- Contribute to analysis and data dissemination on the Aboriginal Peoples Survey (APS), the Inuit Employment Supplement of the APS, Nunavut Government Employment Survey and other surveys related to Article 23 of the Nunavut Agreement. The Statistics Bureau will present general findings on its website.

***Status:** Analytical support, data additions from the Bureau's vacancy database, and review services were provided to improve the Nunavut Inuit Labor Force Analysis, the Aboriginal People's Survey (APS), and other surveys that fulfil Article 23 of the Nunavut Agreement. Key findings of Nunavut Government Employment Survey were also published on websites of the Bureau.*

- Develop a compendium of sources of financial, technical and marketing assistance and place the information on the Bureau website for Nunavut-based small scale businesses to seek support to expand their business operations.

***Status:** The Bureau has identified 83 sources of opportunities for funding, marketing, training, and other forms of assistance from which Nunavut businesses can apply for support to expand their business operations. These are being analysed for publication on the Bureau's websites.*

- Identify, compare, harmonize and refine data on contact addresses, locations and operations of Nunavut businesses from different sources in order to produce an updated, composite and reliable business registry.

***Status:** The Bureau has collected contact details of registered Nunavut businesses from various sources that include NNI Registry, Statistics Canada's business registry, Workers Compensation and Review Commission's business lists, Nunavut Tourism's list (hotels, beds and breakfast), and the list of registered artists and craft makers from Nunavut Arts and Craft Association. These will be updated and harmonized into a comprehensive business registry.*

- Explore the feasibility of obtaining and disseminating various sources of administrative data from GN departments to fill in data gaps.

***Status:** Up-to-date administrative data on education and social assistance have been obtained from GN departments and published on the Bureau's websites. The Bureau provided interface between GN agencies and Statistics Canada that resulted in collection of administrative data on drivers' licenses and vehicle registration.*

- Undertake an airfare survey to provide relevant information for the travelling public and other visitors to the territory as the Bureau's contribution to promoting tourism in Nunavut

***Status:** Collection of airfare prices started in January 2018. The survey covers travels between Nunavut communities and from Iqaluit, Rankin Inlet, and Cambridge Bay to major out-of-province destinations such as Ottawa, Yellowknife, Montreal and Winnipeg.*

- Expand training opportunities for Evaluation Manager Intern in order to build the Intern's capacity in project planning, evaluation and statistical programming  
*Status: Evaluation Manager Intern benefited from training on Project Management, Data Use, Market-Based Measure for Poverty Studies, Census Over-coverage and Under-coverage Studies in Cambridge Bay, Iqaluit, and Ottawa. In addition, the intern participated in various skills acquisition sessions on questionnaire design, data entry, data verification and cleaning, data gap analysis, and other topics.*
- Assist in content and qualitative testing of questionnaires, frame analysis, methodology and other components of upcoming census and survey operations to ensure the surveys adequately reflect Nunavut issues and interests.  
*Status: Support was provided toward qualitative testing, frame analysis and methodology development of the Nunavut Government Employment Survey, the Survey on Safety in Public and Private Spaces and other surveys that ensured they reflected Nunavut interest.*
- Improve and develop Nunavut social and economic indicators and models by utilizing Statistics Canada data and other sources.  
*Status: Socio-economic, health and other relevant data obtained from survey publications of Statistics Canada and other sources were used to prepare basic profiles on all 25 Nunavut communities. These profiles have been published on websites of the Bureau as 'Community Facts Sheets' for use by tourists, potential investors, and the general public.*
- Support the consultation processes, questionnaire development, data collection and other survey operations for the upcoming GSS Cycle 34 Victimization Survey to ensure that the experiences of Nunavut residents regarding victimization are sufficiently captured and incorporated in the survey findings  
*Status: Reviews of questionnaires, implementation schedule, and other survey components of the GSS Cycle 34 Victimization Survey were undertaken with the support of the Bureau.*

### **Priorities (2019-20)**

- Work with Justice, Culture and Heritage to ensure that government programs and services are more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation and policy.
- Participate in the revision of human resources policies and programs to increase Inuit employment at all levels of the public service.
- Conduct a survey of key leadership positions in Nunavut using gender lens in order to reveal the extent to which governance systems in the territory are gendered.
- Analyze demographic and socio-economic data on Nunavut including Aboriginal People's Survey and census data, and disseminate findings on Bureau websites for use by the public.
- Explore the feasibility of increasing Nunavut Bureau of Statistics' capacity to conduct telephone and online surveys on social and economic issues in Nunavut.

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- Collaborate with the Institute of Wellness (Ontario) and Workplace Safety Division of GN's Department of Human Resources to identify core survey themes and design a survey for assessing occupational safety, health, and wellness conditions of GN workers.
- Work with Nunavut Arctic College, Statistics Canada, Status of Women Canada and other stakeholders to assess the feasibility of undertaking the Survey on Individual Safety in Post-Secondary Student Population in Canadian Northern Territories.
- Collaborate with Statistics Canada's Centre for Gender, Diversity, and Inclusion on stakeholder engagements and other outreach activities for the Workplace Sexual Harassment and Sexual Misconduct Survey and other gender-based surveys.
- Partner with Statistics Canada and other organizations to conduct a survey on child care to examine the demand for, and use of, child care services and facilities in Nunavut.
- Support the National Statistics System by working with Statistics Canada and other provinces and territories on Work-in Progress tables and files, as well as on social and economic issues.
- Expand the Nunavut job vacancy database by including components that reflect Nunavut employment priorities and hiring preferences.

### **Priorities (2020-21)**

- Collaborate with Statistics Canada and other partners on information dissemination and other activities for the 2021 national population and dwelling census.
- Support identification, recruitment and training of Nunavut Inuit interviewers and community guides for the 2022 Aboriginal People's Survey.
- Undertake a comprehensive review of the Community Facts Sheets and update them with new findings from various surveys to ensure they reflect current socio-economic conditions in communities.
- Work with Statistics Canada to assess the feasibility of extending the Survey of Innovation and Business Strategy to Nunavut to enable Nunavut businesses benefit from potential innovation exchanges and skills-sharing opportunities.
- Provide mentorship support to the Evaluation Manager Intern and assess the extent to which the intern's skills, capabilities, and capacities have improved during the training period.
- Strengthen the demand side component of the occupational demand and supply model through identification and incorporation of missed job demand data from the mining sector, the informal wage sector, and other non-classified sources.
- Work with Statistics Canada and Statistical Bureaus of NWT and Yukon on the Northern Talking Stats program to assess socio-economic data needs of the Canadian northern territories and undertake additional surveys.

### **Priorities (2021-22)**

- Provide back-up support toward ensuring successful population and dwelling census count, and support census reverse check and other verification processes.
- Support data collect, field monitoring of data collection, response follow-up and other survey operations to minimize non-response cases, and ensure successful conduct of the Aboriginal People's Survey.
- Work with Nunavut organizations and statistical Bureaus in other territories to improve the Northern Strategy.
- Explore potential collaboration between the Bureau, the Nunavut Arctic College and the proposed Yukon First Nations Statistical Institute.
- Identify best practices that emerged from learning program for the Evaluation Manager Intern and document them for use in future training plans of the Bureau.
- Improve the design of the occupational demand and supply model through incorporation of statistical techniques for analyzing demand and supply mismatches, and testing model's robustness, and predictive ability.
- Collaborate with partners to undertake a study of spatial and temporal variations in food prices to broaden understanding on factors affecting food prices and food security in Nunavut.
- Link up with GN's Climate Change Secretariat and Environment Canada to conduct surveys on climate change variables including weather-related school closures and flight disruptions to help understand climate change impacts on livelihoods of Nunavut communities.

### **Intergovernmental Affairs**

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

### **Objectives**

- Enhance and foster strong working relationships with other governments, including provincial, territorial, federal and foreign.
- Coordinate the development of government strategies, policies and initiatives relating to Nunavut's federal, provincial and territorial relations.

- Coordinate GN participation in international relations related to international affairs and international trade policy.
- Coordinate GN internal trade policy and participate in Canadian internal trade initiatives.
- Coordinate GN activities relating to the GN relationship with Nunavut Tunngavik Incorporated and regional Inuit organizations.
- Coordinate GN implementation of the *Nunavut Land Claims Agreement*, the *Nunavik Inuit Land Claims Agreement*, and the *Eeyou Marine Region Land Claims Agreement*.
- Coordinate the GN's relationship with Crown-Indigenous and Northern Affairs and other federal departments and agencies.
- Participate in and coordinate the GN's roles in Arctic institutions including Inuit Circumpolar Council (Canada) and the Arctic Council.
- Coordinate GN positions and participate in federal and provincial negotiations on overlapping land claims.
- Coordinate GN positions and participation in federal, provincial, territorial, and National Indigenous Organization initiatives and meetings.
- Provide the public and all levels of government with an initial government point-of-contact in every community.
- Coordinate activities pertaining to programs and services delivered by the Government of Nunavut for seniors.

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-2022
<b>Intergovernmental Relations</b>		1,054	<b>1,305</b>	1,305	1,305
<b>Aboriginal &amp; Circumpolar Affairs</b>		957	<b>817</b>	817	817

Intergovernmental Relations 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 Affairs manages and advises on government policies and positions relating to the implementation of the *Nunavut Agreement*; relations with Nunavut Tunngavik Incorporated, the Nunavik Inuit Land Claims Agreement, and the Eeyou Marine Region Land Claims Agreement. It also coordinates, advises, and works with relevant GN departments on federal-provincial-territorial initiatives pertaining to Indigenous issues such as the Recognition and Implementation of Indigenous Rights Framework, and the Truth and Reconciliation Commission, as well as relations with the federal, provincial and territorial governments on other Indigenous 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.



<b>Government Liaison</b>	4,024	<b>3,649</b>	3,649	3,649
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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.

<b>Protocol</b>	300	<b>300</b>	300	300
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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.

<b>Total, Intergovernmental Affairs</b>	<b>6,335</b>	<b>6,071</b>	<b>6,071</b>	<b>6,071</b>
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**Priorities (2018-19)**

- Provide government wide coordination to ensure the government fulfills its obligations under the Nunavut Agreement.  
*Status: The department takes part in Nunavut Implementation Panel meetings, which are held four times a year, to discuss implementation activities occurring within the government. The department will establish a government wide central coordination and oversight function to ensure the government fulfills its obligations under each article of the Nunavut Agreement.*
- Establish strategic partnerships with Inuit organizations, the federal government, and the private sector to meet the needs of our communities to advance the goals and aspirations of Nunavummiut.  
*Status: The department provides annual funding support to the Inuit Circumpolar Council and the Arctic Inspiration Prize. The department will establish a government wide central coordination function on all intergovernmental issues and lead in the establishment of strategic partnerships to meet the needs of communities.*
- Continue to enhance and provide one-stop government services to all Nunavummiut in a timely and effective manner through the Government Liaison Officer Program.  
*Status: The Government Liaison Officer Program continues to assist in the delivery of government programs by expanding and increasing community outreach work and maintains active two-way communications with the public.*
- Coordinate Premier’s attendance at national and regional meetings such as Council of the Federation, Western Premiers’ Forum, Northern Premiers’ Forum, Federal-Provincial-Territorial Indigenous Forum, and First Ministers’ meetings.  
*Status: Premier attended a Council of the Federation Summer meeting in New Brunswick from July 19-20, with a National Indigenous Organization meeting the day before. Premier also attended the Western Premiers Conference in Yellowknife from May 23-24, an FPT Recognition and Implementation of Indigenous Rights meeting in July in Ottawa.*

*Premier also hosted this year's Northern Premiers Forum in Ottawa from May 2-3. It is anticipated that a new formalized Federal-Provincial-Territorial Indigenous engagement structure will be established in the near future. The Prime Minister announced that a First Minister' Meeting would take place in early December 2018.*

- Host the annual meeting of the Northern Premiers' Forum, and support the Premier as Chair in preparation for and in the follow-up to the work plan.

*Status: Nunavut hosted Northern Premiers' Forum from May 2-3 in Ottawa. The three territorial Premiers discussed Northern infrastructure, climate change, carbon pricing, and the Arctic Policy Framework. They also met with the Prime Minister and federal ministers of Infrastructure, Finance, and Environment and Climate Change.*

- Continue to actively participate in intergovernmental fora at the executive level and officials level in the areas of trade, circumpolar, Indigenous affairs and other intergovernmental meetings.

*Status: The department participated in the Reconciliation and Cooperation Table established by the Canadian Free Trade Agreement to address barriers to trade as well to reduce barriers to internal trade regarding alcoholic beverages. The department also participated in the Arctic Council Advisory Committee meetings led by Global Affairs Canada and with the Canada's Arctic Policy Framework led by Crown-Indigenous Relations and Northern Affairs, as well received updates with negotiations regarding the United States-Mexico-Canada Agreement. Senior officials assist in GN involvement on issues of importance to Nunavut, including recent conversations such as Nutrition North, Internal Trade, Infrastructure and a new Indigenous rights framework.*

- Continue to actively participate on the Implementation Committees of the Nunavik Inuit Land Claims Agreement and Eeyou Marine Region Land Claims Agreement, and in the negotiation of Denesuline overlap treaties in the Kivalliq, including drafting provisions and implementation planning.

*Status: Government officials continue to represent the GN on the Nunavik Inuit Land Claims Agreement and Eeyou Marine Region Land Claims Agreement implementation committees. Intergovernmental Affairs liaises with other departments on these overlapping files on an ongoing basis. The Government of Nunavut is finalizing its implementation plans with the Ghotelnene K'odtineh Dene and Athabasca Dene overlapping treaties, and related Nunavut Agreement amendments. A reference question is currently before the Nunavut Court of Justice on whether or not the GN's consent is required for Nunavut Agreement amendments and the two Dene treaties.*

### **Priorities (2019-20)**

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

- Explore options to lead and support government-wide interdepartmental and interagency coordination in the regions and communities, aimed at meeting the needs of Nunavummiut.
- Continue to enhance and provide one-stop government services to all Nunavummiut in a timely and effective manner through the Government Liaison Officer Program.
- Establish a process to incorporate advice of local Elders in government service delivery at the community level.
- Collaborate with departments on the development of a comprehensive Senior's Strategy aimed at their needs for care.
- 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 meetings, 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, circumpolar, Indigenous affairs and other intergovernmental meetings.
- Continue to actively participate on the Implementation Committees of the Nunavik Inuit Land Claims Agreement and Eeyou Marine Region Land Claims Agreement, and in the finalization of Denesuline overlap treaties in the Kivalliq their implementation plans, and subsequent Nunavut Agreement amendments.

**Priorities (2020-21)**

- Provide government-wide coordination to ensure the government fulfills its obligations under the Nunavut Agreement.
- Establish strategic partnerships with Inuit organizations, the federal government, and the private sector to meet the needs of our communities to advance the goals and aspirations of Nunavummiut.
- Proceed with the initiative to create a government-wide interdepartmental and interagency coordination function in the regions and communities, aimed at meeting the needs of Nunavummiut.
- Continue to enhance and provide one-stop government services to all Nunavummiut in a timely and effective manner through the Government Liaison Officer Program.
- Ensure implementation of the process to incorporate advice of local Elders in government service delivery at the community level.
- Develop an implementation plan and begin to implement actions under the comprehensive Senior's Strategy.

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

### **Priorities (2021-22)**

- Provide government-wide coordination to ensure the government fulfills its obligations under the Nunavut Agreement.
- Establish strategic partnerships with Inuit organizations, the federal government, and the private sector to meet the needs of our communities to advance the goals and aspirations of Nunavummiut.
- Continue to enhance and provide one-stop government services to all Nunavummiut in a timely and effective manner through the Government Liaison Officer Program.
- 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 meetings, 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, circumpolar, Indigenous affairs and other intergovernmental meetings.
- Continue to actively participate on the Implementation Committees of the Nunavik Inuit Land Claims Agreement and Eeyou Marine Region Land Claims Agreement, and in the finalization of Denesuline overlap treaties in the Kivalliq their implementation plans, and subsequent Nunavut Agreement amendments.

### **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 and lead devolution negotiations for the Government of Nunavut.

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-2022
Devolution Secretariat		2,228	2,255	2,255	2,255
<b>Total, Devolution Secretariat</b>		<b>2,228</b>	<b>2,255</b>	<b>2,255</b>	<b>2,255</b>

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

### Priorities (2018-19)

- Continue and conclude agreement-in-principle negotiations as required with Government of Canada and Nunavut Tunngavik Incorporated.  
*Status: Tri-partite negotiations have made progress towards an agreement-in-principle. The negotiations are active and ongoing.*

### Priorities (2019-20)

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

### Priorities (2020-21)

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

### Priorities (2021-22)

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

## Financial Summary

Branch	2018-2019 Main Estimates		2019-2020 Main Estimates		2020-2021 Planned		2021-2022 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>Directorate</b>								
Compensation & Benefits	2,719	19.0	2,644	19.0	2,644	19.0	2,644	19.0
Grants & Contributions	-		-		-		-	
Other O&M	928		829		829		829	
Subtotal	3,647		3,473		3,473		3,473	
<b>Strategic Planning</b>								
Compensation & Benefits	2,774	20.0	2,428	20.0	2,428	20.0	2,428	20.0
Grants & Contributions	-		-		-		-	
Other O&M	254		232		232		232	
Subtotal	3,028		2,660		2,660		2,660	
<b>Nunavut Cabinet</b>								
Compensation & Benefits	2,977	18.0	2,981	18.0	2,981	18.0	2,981	18.0
Grants & Contributions	-		-		-		-	
Other O&M	1,468		1,329		1,329		1,329	
Subtotal	4,445		4,310		4,310		4,310	
<b>Commissioner of Nunavut</b>								
Compensation & Benefits	172	1.0	159	1.0	159	1.0	159	1.0
Grants & Contributions	10		10		10		10	
Other O&M	123		126		126		126	
Subtotal	305		295		295		295	
<b>Intergovernmental Affairs</b>								
Compensation & Benefits	4,309	38.0	4,554	38.0	4,554	38.0	4,554	38.0
Grants & Contributions	355		355		355		355	
Other O&M	1,671		1,162		1,162		1,162	
Subtotal	6,335		6,071		6,071		6,071	
<b>Devolution Secretariat</b>								
Compensation & Benefits	1,174	10.0	1,259	10.0	1,259	10.0	1,259	10.0
Grants & Contributions	-		-		-		-	
Other O&M	1,054		996		996		996	
Subtotal	2,228		2,255		2,255		2,255	
<b>Total</b>	<b>19,988</b>	<b>106.0</b>	<b>19,064</b>	<b>106.0</b>	<b>19,064</b>	<b>106.0</b>	<b>19,064</b>	<b>106.0</b>

## Inuit Employment Plan

Departmental Inuit Employment Targets						
Executive and Intergovernmental Affairs	As of Sept. 30, 2018		Minus HR Positions		As of March 31, 2020	
	Capacity %		As of Sept. 30, 2018		Capacity %	
<b>Total Department Positions</b>	<b>102</b>		<b>85</b>		<b>87</b>	
Total Filled Positions	75	74%	65	76%	74	85%
Total Vacancies	27	26%	20	24%	13	15%
<b>Total Inuit</b>	<b>58</b>	<b>77%</b>	<b>52</b>	<b>80%</b>	<b>58</b>	<b>78%</b>
<b>Total Executive Positions</b>	<b>4</b>		<b>4</b>		<b>4</b>	
Total Filled Executive Positions	2	50%	2	50%	4	100%
Total Vacant Executive Positions	2	50%	2	50%	0	0%
Total Inuit in Executive Positions	2	100%	2	100%	3	75%
<b>Total Senior-Management Positions</b>	<b>10</b>		<b>8</b>		<b>9</b>	
Total Filled Senior-Management Positions	7	70%	6	78%	8	89%
Total Vacant Senior-Management Positions	3	30%	2	22%	1	11%
Total Inuit in Senior-Management Positions	4	57%	4	57%	5	63%
<b>Total Middle-Management Positions</b>	<b>12</b>		<b>9</b>		<b>9</b>	
Total Filled Middle-Management Positions	7	58%	6	67%	8	89%
Total Vacant Middle-Management Positions	5	42%	3	33%	1	11%
Total Inuit in Middle-Management Positions	5	71%	4	67%	6	75%
<b>Total Professional Positions</b>	<b>35</b>		<b>25</b>		<b>26</b>	
Total Filled Professional Positions	21	60%	15	63%	18	69%
Total Vacant Professional Positions	14	40%	10	38%	8	31%
Total Inuit in Professional Positions	11	52%	8	53%	9	50%
<b>Total Paraprofessional Positions</b>	<b>5</b>		<b>5</b>		<b>6</b>	
Total Filled Paraprofessional Positions	5	100%	4	83%	6	100%
Total Vacant Paraprofessional Positions	0	0%	1	17%	0	0%
Total Inuit in Paraprofessional Positions	4	80%	4	80%	5	83%
<b>Total Administrative Positions</b>	<b>36</b>		<b>34</b>		<b>33</b>	
Total Filled Administrative Positions	33	92%	31	91%	30	91%
Total Vacant Administrative Positions	3	8%	3	9%	3	9%
Total Inuit in Administrative Positions	32	97%	30	100%	30	100%

*Note: As of April 1, 2019, 33 PYs will transfer to the Department of Human Resources under Sivumuaqatigiit and Public Service Divisions: 17 PY's affect department IEP statistics, with 16 Sivuliqtiksats intern positions also transferred.*

*In 2019-2020, the department will receive funding for 106 PYs; however, 19 PY's are excluded from the EIA chart: 18 Cabinet staff, and 1 Commissioner of Nunavut Staff. The remaining total EIA positions will be 87 PYs.*

### Capacity

In Business Plan 2018-2019, the department anticipated to fill 11 out of 23 vacancies. The department was successful in filling 7 out of the 11 positions either through the competitive

process, through internal assignments and a direct appointment. The department had one job offer rejected at the Senior Manager level with the remaining 3 positions in the competition stage.

This fiscal year, two senior staff moved on to Deputy Head positions, while several internal transfers were offered to Inuit staff to assist in professional growth by developing learning plans in order to move from lower level positions to professional and middle management positions. Recruiting new staff through the competitive process has been challenging; unfortunately, the department was left with 27 vacancies as of September 2018.

### **Inuit Employment Plans**

With the creation of the Department of Human Resources, Executive & Intergovernmental Affairs will have a total of 33 PY's transferring to the new department. 17 of the 33 PYs are encumbered. By removing the HR related PY's from the Departmental IEP, IEP capacity will increase to 80% (52 of the remaining 65 PYs were filled by Inuit employees as of September 30, 2018).

The Government Liaison remains successful with 23 positions out of 25 filled with bilingual Inuit. The remaining 2 positions are presently in the competition stage restricted to Nunavut Inuit.

This past year, the department has focused on developmental ITA's. The department will continue to recognize strengths in staff and offer the opportunity to grow and learn through development plans. This will allow for growth for Nunavut Inuit in Senior Manager and Middle Management positions.

### **Priorities (2018-19)**

- Senior Managers will receive training on available public service training opportunities and Inuit employment initiatives in order to identify employee-training needs and encourage Inuit employees to pursue career goals.  
*Status: An information session was held for EIA Senior Managers in May 2018. Inuit and non-Inuit staff regularly participate in public service training opportunities as well as other professional development workshops.*
- Review key areas of our Inuit Employment Plan where our vacancies represent low percentage rates for Nunavut Inuit. With our Professional Level and middle management categories, the department will strive to fill the 18 vacancies with Nunavut Inuit.  
*Status: Two middle management positions within the Public Service Training Division were advertised for Nunavut Inuit only. Because there were no successful Nunavut Inuit, the positions were offered as three year terms.*
- To continue to encourage Nunavut Inuit staff to avail themselves of programs offered through the Hivuliqtikhanut Leadership Program and as a result move forward with an opportunity for success in a managerial position.



*Status: To date, thirteen (13) Nunavut Inuit EIA employees have graduated from the Hivuliqtikhanut Leadership Development Program: seven (7) from the Emerging Leaders' Series, five (5) from the Supervisors' Series, and one (1) for the Senior Managers' Series.*

- To create a new Human Resource Coordinator/Inuit Qaujimajatuqangit Coordinator position in order to review job descriptions for Inuit content and develop cultural programming and Inuktitut training for staff. This will coincide with the new Turaaqtavut Mandate and encourage the use of Inuktitut in our workplace.

*Status: Presently, there is a freeze on the creation of new positions; however, once the new Department of Human Resources is created, EIA will move forward with the creation of a new position focused on IQ and ISV within the workplace.*

### **Priorities 2019-20**

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

### **Priorities 2020-2021**

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

### **Priorities (2021-22)**

- Ensure that vacant positions are filled with Nunavut Inuit.
- Evaluate vacant positions within decentralized communities to attract local Nunavut Inuit by creating learning plans to support growth within the department.

*Department of Executive and Intergovernmental Affairs*

- Continue to support learning plans and create opportunities for Nunavut Inuit for career laddering with the department either through internal assignments or through professional development.
- Review and update the revised department Inuit Employment Master Plan with short, medium and long term targets and supporting actions.
- Continue to work on the removal of barriers such as housing and education requirements in order to increase Nunavut Inuit within the workplace.

# **Department of Finance**

## **Business Plan**

**2019-2022**

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## CORE BUSINESS

The Department of Finance operates across four branches:

	Budget (\$000)			
	2018-19	2019-20	2020-21	2021-22
Corporate Management	3,899	<b>3,899</b>	3,900	3,945
Fiscal Management	7,688	<b>7,706</b>	7,601	7,726
Comptrollership	19,324	<b>18,840</b>	18,831	18,876
Centrally Administered Funds	54,843	<b>55,918</b>	50,069	49,854
<b>TOTAL</b>	<b>85,754</b>	<b>86,363</b>	<b>80,401</b>	<b>80,401</b>

### Corporate Management

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

#### Objectives

- Provide a financial leadership role to all deputy heads across the Government of Nunavut.
- Provide liaison, assistance and guidance to public agencies.
- Provide leadership and support to branches and divisions to ensure that *Turaaqtavut* priorities are implemented.
- Collaborate with other departments on joint efforts to achieve mandate objectives.

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
<b>Directorate</b>		2,188	<b>2,199</b>	2,203	2,204

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.

<b>Corporate Policy</b>		1,711	<b>1,700</b>	1,697	1,741
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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 related advice to other departments and public agencies on their submissions to Cabinet. Corporate Policy also manages the Access to Information and Protection of Privacy Act 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.

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<b>Total, Corporate Management</b>	<b>3,899</b>	<b>3,899</b>	<b>3,900</b>	<b>3,945</b>
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### **Priorities (2018-19)**

- Enhance the Department of Finance's website to better and more effectively communicate with Nunavummiut and other interested parties.  
*Status: The Department of Finance continues to update its website. The Nunavut Liquor Licencing Board website has now been integrated into the Department of Finance site to improve ease of access to information and forms.*
- Working with the Department of the Executive and Intergovernmental Affairs, review government structures to ensure they support *Turaaqtavut* mandate priorities and meet the needs of Nunavummiut.  
*Status: A review of government structures began in 2018-19, which led to a July 2018, announcement of the creation of a stand-alone Department of Human Resources. The Department of Finance will be coordinating with Executive and Intergovernmental Affairs to implement the new organizational structure for April 1, 2019.*
- Develop policies and regulations to support the implementation of the *Cannabis Act*.  
*Status: The Cannabis Act received assent in June 2018. The regulations required for implementation were developed prior to the Act coming into force on October 17, 2018. Work will continue on developing a licensing regime as well as any required regulations to address specific concerns as they arise.*
- Revisit and formalize the relationships between the GN and Nunavut's territorial corporations.  
*Status: The Department of Finance is working to develop memoranda of understanding with the territorial corporations, intended to include service level agreements and outlines of governance structures.*
- Enhance support for the use of the Inuit language at the departmental level.  
*Status: The Department of Finance Inuit Qaujimajatuqangit Coordinator is working on several initiatives to support the use of Inuktitut in the office, including Inuktitut labelling of office equipment; an Inuktitut thought of the week delivered to all staff; and ensuring staff have email signatures, office door signs, and of out-of-office replies in all official languages.*
- Complete review and revision of the GN staff housing policy, in collaboration with NHC.  
*Status: A review of the Government of Nunavut staff housing policy was undertaken in 2018-19. Going forward, the Department of Finance, the Department of Human Resources,*



*and the Nunavut Housing Corporation will collaboratively develop program enhancements based on the results of the review.*

### **Priorities (2019-20)**

- Undertake a review of the Iqaluit beer and wine store pilot project (with support from the Liquor Management Division).
- Monitor the implementation of the *Cannabis Act* and the associated policies and regulations.
- Work collaboratively with the Department of Human Resources and the Nunavut Housing Corporation to develop and implement enhancements to the staff housing program and other housing related employee benefits.

### **Priorities (2020-21)**

- Review Government of Nunavut cannabis legalization approach to ensure efficiency and effectiveness.
- Begin review of the *Liquor Act* with consideration given to lessons learned from the Iqaluit beer and wine store pilot project and the implementation of the *Cannabis Act*.
- Complete the review of the Iqaluit beer and wine store pilot project.

### **Priorities (2021-22)**

- Continue the review of the *Liquor Act*.
- Implement any recommendations resulting from the Iqaluit beer and wine store pilot project.
- Continue to monitor the implementation of the *Cannabis Act* and associated policies and regulations, including the effectiveness of the sales, enforcement, and licensing regimes.

## **Fiscal Management**

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

### **Objectives**

- Support the Minister of Finance and the Financial Management Board so that they may make informed decisions about the best use of public resources.
- Provide timely, objective and expert advice on matters of fiscal importance.

## Department of Finance

- Administer Nunavut's tax system with knowledge, diligence and fairness, by enforcing legislation, reviewing and developing tax policy and rates, and delivering related programs.
- Administers Nunavut's *Insurance Act* and regulation to govern the insurance industry and protect Nunavummiut.
- Support the smooth and professional operation of the wider Department of Finance.
- Implement Nunavut's liquor and cannabis control systems as set out by the *Liquor Act* and *Cannabis Act* and related regulations and policies, as well as encourage healthy and informed choices by Nunavummiut related to the responsible use of alcohol and cannabis.

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
<b>Fiscal Policy</b>		2,075	<b>2,053</b>	2,053	2,053

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 Government of Nunavut'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 Government of Nunavut to other Canadian governments on a number of fiscal and economic initiatives. The Taxation and Insurance team administers the Government of Nunavut'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.

<b>Expenditure Management</b>		2,103	<b>2,115</b>	2,115	2,135
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Expenditure Management coordinates, facilitates, and provides policy and financial direction to the Government of Nunavut'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 Government of Nunavut cash flow requirements, and prudently invests surplus cash.

<b>Corporate Services</b>		2,671	<b>2,672</b>	2,672	2,672
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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.

<b>Liquor Management</b>		839	<b>866</b>	761	866
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The Liquor Management division is responsible for the control of beverage alcohol in Nunavut. The Liquor Enforcement and Inspections section enforces the *Liquor Act* and regulations through licensing and inspection of licensed liquor establishments and special occasions involving

alcohol. The section also implements the decisions and directives of the Nunavut Liquor Licensing Board.

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

<b>Total, Fiscal Management</b>	<b>7,688</b>	<b>7,706</b>	<b>7,601</b>	<b>7,726</b>
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### Priorities (2018-19)

- Develop and deliver financial process orientation for new executives.  
*Status: Orientation presentation developed and under review. Finalization and first delivery of the orientation is expected prior to the end of the fiscal year.*
- Review the methods used to set tax rates and review the appropriateness of current tax rates for all tax types.  
*Status: Research on this project has begun but this project is not expected to be completed before the end of the fiscal year. Work will continue into 2019-20.*
- Monitor and evaluate the success of new capital planning ranking criteria to support project evaluation.  
*Status: The "Capital Planning Process Handbook" was updated to reflect the improvements made to the capital project ranking criteria and the new capital project ranking criteria was used for the first time in the 2019-20 preplanning process. Post-implementation discussions were held with internal stakeholders to evaluate use of the criteria, with some potential improvements flagged for consideration. Any changes resulting from the initial review will be incorporated into upcoming preplanning decisions to better meet the capital planning requirements of the Government of Nunavut.*
- Work collaboratively with GN departments and others to develop a more strategic focus for our infrastructure needs.  
*Status: Led by the Department of Community and Government Services, Government of Nunavut departments met to discuss potential future capital projects and long-term infrastructure needs for Nunavut. Departments are now more engaged in the planning of infrastructure by participating in the ranking of capital projects.*
- Explore potential improvements to the capital carry over process.  
*Status: Discussions were held with departments involved in capital carry-over procedures to better understand potential concerns, with improvements being considered for implementation in 2019-20. Improving the capital carry over process will remain an ongoing process as departments are assisted in both refining their use of capital carryovers and projecting cash flows.*

## *Department of Finance*

- Review and improve the Nunavut Liquor Commission’s approach to recycling.  
*Status: Research and work towards the improvement of the Nunavut Liquor and Cannabis Commission’s approach to recycling began in 2018-19. Work is projected to extend into 2019-20.*
- Develop and implement a system for the sale and distribution of cannabis throughout Nunavut.  
*Status: An online sales system for cannabis is in place and additional work towards expanding the online retail network is ongoing. Work is underway to develop the licensing regime necessary to allow for in person sales in communities.*

### **Priorities (2019-20)**

- Modernize Nunavut’s tax database and related technology.
- Continue with review of methods used to set tax rates and appropriateness of current tax rates for all tax types.
- Implement a revenue recycling strategy for carbon pricing revenues.
- Continue to work collaboratively with Government of Nunavut departments and others to improve infrastructure planning.
- Develop a retail licensing framework for privately-run cannabis retail stores in communities.
- Expand the responsible use of alcohol campaign, “*Let’s Be Aware / Ujjiqsuqta*” to include the responsible use of cannabis.
- Implement any recommendations arising from the review of the Nunavut Liquor Commission’s approach to recycling.

### **Priorities (2020-21)**

- Ensure planning processes are amended and communicated for election year budget development.
- Complete a Fiscal Review of the Government of Nunavut’s main revenue and spending trends, including the modeling of various revenue sustainability options.

### **Priorities (2021-22)**

- Assess the Territorial Formula Financing to ensure the implementation of carbon pricing has been revenue neutral, in line with Finance Canada’s August 2019 commitment to the territories.
- Develop and document key performance indicators and update service standards for fiscal management functions within the department.

## 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 Government of Nunavut mandates through the development and management of Government of Nunavut 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 information systems and related processes, and provide accounting and financial operations support services to Government of Nunavut departments and public agencies.
- Ensure that the Financial Administration Manual is current and responds to the needs of users.
- Ensure sound financial decision making throughout the Government of Nunavut through the provision of timely, accurate and meaningful financial management tools.
- Produce the annual Public Accounts in compliance with statutory requirements.
- Conduct various types of audit engagements 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.
- Provide professional payroll and benefits services to employees.

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
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<b>Financial Operations</b>		3,018	<b>2,951</b>	2,953	2,987
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Financial Operations provides leadership to Government of Nunavut 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.

<b>Financial Reporting and Controls</b>		1,866	<b>1,686</b>	1,684	1,685
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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.

<b>Financial Systems Management</b>	2,918	<b>2,717</b>	2,717	2,717
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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.

<b>Internal Audit Services</b>	1,518	<b>1,374</b>	1,369	1,378
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Internal Audit Services supports the departments and public agencies of the Government of Nunavut by providing independent assurance and consulting activities in a manner designed to add value and improve controls over operations. IAS activity helps the Government of Nunavut accomplish its goals and objectives by carrying out a systematic review of operations and advising as to the effectiveness, efficiency and economy of Government of Nunavut policies, practices, procedures, and controls and makes recommendations for improvements.

<b>Compensation and Benefits</b>	3,093	<b>3,146</b>	3,146	3,146
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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.

<b>Regional Operations</b>	6,911	<b>6,536</b>	6,532	6,533
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Regional Operations manages accounts payable, accounts receivable, collection activities, account reconciliation and the payroll and benefit services to the Government of Nunavut's decentralized offices located in Cambridge Bay, Rankin Inlet and Igloolik. The program performs regional user training and provides ongoing support services and consultation to line departments or public agencies located in the regions.

<b>Financial Management Development</b>	-	<b>430</b>	430	430
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The objective of the Financial Management Development Program (FMDP) is to build financial capacity across the government, with an emphasis on increasing Inuit participation in financial managing careers. The FMDP is a structured and supportive program that guides people through courses designed to meet a variety of competencies that fall within three learning streams: essential skills, leadership skills and financial management skills.

<b>Total, Comptrollership</b>	<b>19,324</b>	<b>18,840</b>	<b>18,831</b>	<b>18,876</b>
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**Priorities (2018-19)**

- Continue development of new Financial Administration Manual directives. Begin consultations with Public Agencies and Territorial Corporations about specific Financial Administration Manual issues.  
*Status: The development of new directives, as well as updating of existing directives is underway, and will continue on an on-going basis. Public Agencies and Territorial Corporations have been consulted about several Financial Administration Manual issues.*
- Conduct an internal and external Quality Assessment Review of Internal Audit Services to ensure compliance with the applicable standards, overall quality assurance, and to improve audit activities.  
*Status: Internal Audit Services initiated an internal self-assessment to assess its compliance with the Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing and to the Code of Ethics. An External Quality Assessment Review will begin in early 2019 due to the external quality assessor's availability.*
- Assist the Taxation section in the procurement of a suitable solution to replace the outdated taxation software.  
*Status: Work undertaken in 2018 to build a tax database system, with an anticipated roll-out by the end of 2019.*
- Develop and implement policy and procedures for managing changes to financial systems throughout the GN.  
*Status: A draft policy and procedures have been developed in collaboration with the Department of Community and Government Services and are pending final review and approval.*
- Develop an internal financial training and development program for GN staff.  
*Status: Human resource requirements have been identified and the draft syllabus will undergo further review to determine an implementation strategy.*

**Priorities (2019-20)**

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

**Priorities (2020-21)**

- Finalize and implement financial training program for Government of Nunavut staff.
- Internal Audit Services will develop an improved recruitment and retention strategy with assistance from the Department of Human Resources to increase Inuit employment and to hire qualified staff.

**Priorities (2021-22)**

- Develop, document and clarify key performance indicators and service standards for financial functions within the Department of Finance.

**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 Government of Nunavut activities, assets and commitments are honoured and protected. It provides benefits for Government of Nunavut employees as well as energy subsidies and child tax benefits to Nunavummiut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Employee Benefits</b>		23,543	<b>27,283</b>	28,318	28,103
Employee Benefits provides funding for Workers' Safety and Compensation Commission premiums, relocation, medical travel and other benefits for Government of Nunavut employees. It also provides the funding for the Summer Student Employment Equity Program.					
<b>Capital Leases</b>		10,345	<b>6,884</b>	-	-
Capital Leases provides the interest and amortization payments for the Government of Nunavut's leased office buildings that were acquired as part of the Nunavut Incremental Infrastructure program, as well as the Arviat Health Centre and the Winnipeg Boarding Home. It also pays the interest on the mortgage for the Sivummut Building in Iqaluit.					
<b>Government of Nunavut Insurance</b>		7,962	<b>8,758</b>	8,758	8,758
Government of Nunavut Insurance, which provides liability insurance coverage for GN activities and assets, is a component of the GN's risk management function.					
<b>Energy Subsidies</b>		10,938	<b>10,938</b>	10,938	10,938
Energy Subsidies provide equitable power rates throughout Nunavut to residential customers to encourage private home ownership and to small commercial enterprises to support the development of local business.					



<b>Nunavut Child Benefit</b>	2,055	<b>2,055</b>	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.

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<b>Total, Centrally Administered Funds</b>	<b>54,843</b>	<b>55,918</b>	<b>50,069</b>	<b>49,854</b>
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**Financial Summary**

Branch	2018-2019		2019-2020		2020-2021		2021-2022	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>Corporate Management</b>								
Salary	3,314	19.0	<b>3,323</b>	<b>19.0</b>	3,323	19.0	3,323	19.0
Grants & Contributions	-		-		-		-	
Other O&M	585		<b>576</b>		577		622	
Subtotal	3,899		<b>3,899</b>		3,900		3,945	
<b>Fiscal Management</b>								
Salary	6,390	66.0	<b>6,409</b>	<b>66.0</b>	6,409	66.0	6,409	66.0
Grants & Contributions	-		-		-		-	
Other O&M	1,298		<b>1,297</b>		1,192		1,317	
Subtotal	7,688		<b>7,706</b>		7,601		7,726	
<b>Comptrollership</b>								
Salary	17,506	141.0	<b>17,176</b>	<b>135.0</b>	17,176	135.0	17,176	135.0
Grants & Contributions	-		-		-		-	
Other O&M	1,818		<b>1,664</b>		1,655		1,700	
Subtotal	19,324		<b>18,840</b>		18,831		18,876	
<b>Centrally Administered Funds</b>								
Salary	5,815	-	<b>5,555</b>	-	6,590	-	6,375	-
Grants & Contributions	12,993		<b>12,993</b>		12,993		12,993	
Other O&M	36,035		<b>37,370</b>		30,486		30,486	
Subtotal	54,843		<b>55,918</b>		50,069		49,854	
<b>TOTAL</b>	<b>85,754</b>	<b>226.0</b>	<b>86,363</b>	<b>220.0</b>	<b>80,401</b>	<b>220.0</b>	<b>80,401</b>	<b>220.0</b>

## Inuit Employment Plan

Departmental Inuit Employment Targets				
Finance	As of Sept. 30, 2018		As of March 31, 2020	
	Capacity %		Capacity %	
<b>Total Department Positions</b>	<b>292</b>		<b>220</b>	
Total Filled Positions	210	72%	150	68%
Total Vacancies	82	28%	70	32%
<b>Total Inuit</b>	<b>95</b>	<b>45%</b>	<b>64</b>	<b>43%</b>
<b>Total Executive Positions</b>	<b>4</b>		<b>4</b>	
Total Filled Executive Positions	4	100%	3	75%
Total Vacant Executive Positions	0	0%	1	25%
Total Inuit in Executive Positions	0	0%	0	0%
<b>Total Senior-Management Positions</b>	<b>15</b>		<b>12</b>	
Total Filled Senior-Management Positions	14	93%	11	92%
Total Vacant Senior-Management Positions	1	7%	1	8%
Total Inuit in Senior-Management Positions	2	14%	2	18%
<b>Total Middle-Management Positions</b>	<b>39</b>		<b>29</b>	
Total Filled Middle-Management Positions	30	77%	26	90%
Total Vacant Middle-Management Positions	9	23%	3	10%
Total Inuit in Middle-Management Positions	8	27%	6	23%
<b>Total Professional Positions</b>	<b>84</b>		<b>52</b>	
Total Filled Professional Positions	56	67%	32	62%
Total Vacant Professional Positions	28	33%	20	38%
Total Inuit in Professional Positions	12	21%	4	13%
<b>Total Paraprofessional Positions</b>	<b>105</b>		<b>84</b>	
Total Filled Paraprofessional Positions	77	73%	57	68%
Total Vacant Paraprofessional Positions	28	27%	27	32%
Total Inuit in Paraprofessional Positions	46	60%	32	56%
<b>Total Administrative Positions</b>	<b>45</b>		<b>39</b>	
Total Filled Administrative Positions	29	64%	21	54%
Total Vacant Administrative Positions	16	36%	18	46%
Total Inuit in Administrative Positions	27	93%	20	95%

### Capacity

As of September 30, 2018, the Department is at 45% Inuit representation. Of 292 positions, 95 are filled by Inuit and 82 positions, are vacant.

### **March 31, 2020 Inuit Employment Target Positions – 21**

The Department of Finance has filled 33% of the target positions (7 out of 21) with Nunavut Inuit employees.

#### **Priorities (2018-19)**

- Hire a minimum of 20 Inuit through the Summer Student Employment Equity Program, helping students to determine whether a career in the public service fits their professional ambitions, and helping them develop transferable work skills.  
*Status: In 2018, the Department of Finance hired 29 summer students, 20 of whom were Inuit. Students were hired in all three regional offices as well as Iqaluit.*
- Continue to encourage the use of the casual hiring process to provide Inuit with an opportunity to experience first-hand a career in finance or human resources, and help encourage them to consider pursuing a career path in these areas. Develop a clearer mechanism to ensure priority hiring is followed for casual hires.  
*Status: In fiscal year 2018-19, as of October 31, 2018, the Department of Finance had hired 48 casual employees, 26 of whom are Nunavut Inuit. All hiring managers are required to confirm that they have reviewed all available Nunavut Inuit candidates and have reached out to all those with resumes meeting the requirements of the position prior to being able to contact non-Inuit candidates for casual hire.*
- Track casual Inuit employees transferring into indeterminate roles, in order to better understand which pathways are most successful.  
*Status: A tracking tool is under development with anticipated completion prior to fiscal year end.*
- Complete guidelines for the internal Financial Internship Program and post to the departmental website.  
*Status: The department anticipates finalizing the guidelines in 2018-19 and will post them on the departmental website once finalized.*
- Continue to encourage departmental managers to identify competitions as restricted to Inuit, including through communicating the value of having more positions staffed by bilingual candidates.  
*Status: The Department of Finance identified a number of positions for restricted postings (24 positions as of Sept 30, 2018). The department is currently working to develop a tracking mechanism that will list specific positions that will be restricted to Inuit on an on-going basis. Info bulletins to inform our staff have been developed and communicated internally.*
- Increase the number of high potential Inuit candidates participating in the Hivuliqtikhanut leadership development program and policy development programs.  
*Status: Three Nunavut Inuit from the department participated in the Hivuliqtikhanut leadership development program in 2018-19 as of October 31, 2018. The department anticipates additional participants in the upcoming Emerging Leaders program.*

- Promote the finance and human resources fields as ideal career choices for Inuit through increased use of career fairs.

*Status: The work in ongoing for this priority and will continue through the Staffing Division in 2019-20.*

**Priorities (2019-2020)**

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

**Priorities (2020-2021)**

- Actively promote the internal internship program to Inuit staff and encourage them to apply.
- Develop and undertake a survey measuring departmental employees' satisfaction with training and promotional opportunities.
- Review tracking mechanisms previously implemented to increase timeliness and accuracy as well as reviewing value added.
- Create a more robust process for succession planning within the department, focused on identifying and developing promising Inuit candidates.

**Priorities (2021-2022)**

- Monitor, evaluate and propose program enhancements to Inuit candidate succession planning, training and internship programs within the department.

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# **Department of Human Resources**

## **Business Plan**

**2019-2022**

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## CORE BUSINESS

	Budget (\$000)			
	2018-19	2019-20	2020-21	2021-22
Directorate	220	<b>2,349</b>	2,605	2,605
Policy, Planning, and Communications	637	<b>1,353</b>	1,581	1,581
Sivumuaqatigiit	3,341	<b>4,233</b>	4,321	4,321
Public Service Training	4,852	<b>4,973</b>	4,973	4,973
Staffing	9,067	<b>9,524</b>	9,683	9,683
Employee Relations and Job Evaluation	4,285	<b>4,285</b>	4,285	4,285
<b>TOTAL</b>	<b>22,402</b>	<b>26,717</b>	<b>27,448</b>	<b>27,448</b>

### Directorate

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

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

### Objectives

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

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Deputy Minister</b>		220	760	785	785
<p>The Deputy Minister is responsible for the effective overall direction of the department's human and financial resources, for overseeing the successful implementation of the Inuit Employment Plan under Article 23 of the <i>Nunavut Agreement</i>, and for directing the development and consistent application of departmental policies, priorities, standards and procedures for the delivery of human resource programs and services within the Government of Nunavut. The administrative budget for the Ethics Officer is located within the Deputy Minister's budget, but the Officer is independent, and reports directly to the Minister Responsible for the <i>Public Service Act</i>.</p>					
<b>Assistant Deputy Minister, Human Resource Operations</b>		-	346	370	370
<p>The Assistant Deputy Minister provides leadership and management in employee and union relations, workplace health, safety and wellness, position development, staffing, and retention within the Government of Nunavut.</p>					
<b>Assistant Deputy Minister, Strategic Human Resource Management</b>		-	346	370	370
<p>The Assistant Deputy Minister provides leadership and management in human resource planning, strategies, policies, legislation, public service training, recruitment, and increasing Inuit employment within the Government of Nunavut.</p>					
<b>Corporate Services</b>		-	879	1,080	1,080
<p>Corporate Services provides financial and administrative support to the Department of Human Resources. Corporate Services supports the department's day-to-day operations by providing a range of financial, administrative and human resource services. This section provides department specific human resource support, planning and evaluation, budget development, analysis and control, and departmental financial accounting and payment services. The section is responsible for developing, analyzing and controlling the department's budget.</p>					
<b>Total, Directorate</b>		<b>220</b>	<b>2,349</b>	<b>2,605</b>	<b>2,605</b>

**Priorities (2018-19)**

- Develop an updated Human Resources Strategy, giving priority to increasing Inuit employment and strengthening human resource capacity across the public service, and begin implementation.  
*Status: Work on the new Human Resources Strategy will begin on April 1, 2019 after the new Department of Human Resources is established.*
- Explore options to update and enhance Human Resources Manual directives and employee handbooks, with a focus on better enabling the government to meet its *Turaaqtavut* mandate priorities and Article 23 obligations in the *Nunavut Agreement* (with support from the Department of Executive and Intergovernmental Affairs).

*Status: The Department of Finance has updated various Human Resource Manual directives and been exploring options for the development of new policies and directives. All future work on this initiative will be led by the new Department of Human Resources.*

- Working with the Department of the Executive and Intergovernmental Affairs, review government structures to ensure they support *Turaaqtavut* mandate priorities and meet the needs of Nunavummiut.

*Status: The Department of Finance worked with the Department of Executive and Intergovernmental Affairs on the creation of the new Department of Human Resources. The new Department of Human Resources will work with the Department of Executive and Intergovernmental Affairs on any future government restructuring initiatives.*

- Working with Employee Relations, provide increased outreach for public servants relating to health and safety initiatives.

*Status: An employee relations best practice review process and tool has been developed, including a Health and Safety Assessment which calls for the establishment of responsive Joint Occupational Health and Safety Committees, and training to ensure employees are aware of the process for escalating concerns.*

- Complete review and revision of the GN staff housing policy, in collaboration with NHC.

*Status: The review of the government staff housing policy is complete. The Department of Finance and Nunavut Housing Corporation are collaborating to develop and implement program changes that align with the review recommendations. This initiative will be led by the new Department of Human Resources.*

### **Priorities (2019-20)**

- Work in partnership with Nunavut Tunngavik Incorporated and the Government of Canada to enable the use of Nunavut implementation funds to increase and enhance Inuit employment through education and training (funding through Settlement Agreement to 2023).
- Finalize and ensure implementation of the government-wide Inuit Employment Plan to 2023.
- Lead in the development of an updated Government of Nunavut Human Resources Strategy, giving priority to increasing Inuit employment and strengthening human resource capacity across the public service.
- Review the organization of the department with a view to improve human resource processes, increase efficiency, and better serve the needs of clients.
- Plan for the establishment of a new Employee Wellness Division within the department.
- Participate on key multi-partite committees including the Nunavut Implementation Panel, Makigiaqta Inuit Training Corporation's advisory committee, and the Nunavut Inuit Labour Force Analysis technical working group.

**Priorities (2020-21)**

- Lead and monitor the implementation of the updated Government of Nunavut Human Resources Strategy.
- Monitor the progress of government-wide Inuit Employment Plan to 2023, and ensure updates are incorporated as necessary to meet Inuit employment targets.
- Provide oversight and direction on the review of human resources policies and programs to increase Inuit employment at all levels of the public service and strengthen human resource capacity across the public service.

**Priorities (2021-22)**

- Monitor the implementation of the updated Government of Nunavut Human Resources Strategy.
- Work with departments to monitor implementation of the long term government-wide Inuit employment Plan and incorporate updates as necessary.
- Continue to monitor and assess updated human resources policies and programs as necessary to increase Inuit employment at all levels of the public service.

**Policy, Planning, and Communications**

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

**Objectives**

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

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Policy, Planning, and Communications</b>		637	1,353	1,581	1,581
<p>Policy supports client departments through development of Human Resources policy and through the development, maintenance and interpretation of Human Resources manuals and handbooks. Policy also manages the <i>Access to Information and Protection of Privacy Act</i> (ATIPPA) process for the Department of Human Resources, communications function, and leads the department's Inuit societal values initiatives.</p>					
<b>Total, Policy, Planning and Communications</b>		<b>637</b>	<b>1,353</b>	<b>1,581</b>	<b>1,581</b>

**Priorities (2019-20)**

- Coordinate the development of the updated Human Resources Strategy for the Government of Nunavut.
- Coordinate the review of the human resources policies and programs to increase Inuit employment at all levels of the public service including a review of Human Resources Manual directives with the Department of Culture and Heritage to ensure alignment with Inuit Societal Values.
- Work collaboratively with the Department of Finance and the Nunavut Housing Corporation to develop and implement enhancements to the staff housing program and other housing related employee benefits.
- Develop the Department of Human Resources' website in order to effectively communicate with employees, potential employees, candidates, Nunavummiut and other interested parties.

**Priorities (2020-21)**

- Based on reviews, begin revisions of the human resources policies and programs to increase Inuit employment at all levels of the public service, including the Human Resources Manual directives.
- Work collaboratively with the Department of Finance and the Nunavut Housing Corporation, ensure implementation of enhancements to the staff housing program and other housing related employee benefits.
- Contribute to the analysis and dissemination of data from surveys and labour force analyses related to Article 23 of the Nunavut Agreement.

### Priorities (2021-22)

- In partnership with the Department of Culture and Heritage, continue to revise and implement Human Resources Manual directives to ensure alignment with Inuit Societal Values.
- Review revisions to human resources policies and programs to increase Inuit employment at all levels of the public service.

### Sivumuaqatigiit

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

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

### Objectives

- Increase Inuit representation in the public service by supporting departments and agencies in the development of their Inuit Employment Plans.
- Provide leadership in strategic recruitment, in particular initiatives that tend to increase Inuit employment.

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
<b>Inuit Employment Planning</b>		1,556	<b>1,874</b>	1,962	1,962
Inuit Employment Planning assists departments in developing and implementing their Inuit Employment Plans, and provides support in human resource planning.					
<b>Inuit Employment Initiatives</b>		-	-	-	-
Inuit Employment Initiatives identifies training needs, and assist with succession planning, and recruitment.					
<b>Sivuliqtiksat</b>		1,785	<b>2,359</b>	2,359	2,359
Sivuliqtiksat is an on-the-job internship program designed to increase Inuit employment in management level and specialist positions.					
<b>Total, Sivumuaqatigiit</b>		<b>3,341</b>	<b>4,233</b>	<b>4,321</b>	<b>4,321</b>



### **Priorities (2018-19)**

- Provide workplace education and training for public servants, with an emphasis on increasing Inuit employment and developing strong Inuit leaders for government and the territory.  
*Status: The Career Broadening Program and Amaaqtaarniq Education Program are available to casual, term and indeterminate Inuit employees that have an interest in gaining work experience and/or education in a field outside their home position. The Policy Foundations (Inuit-only) and Policy Training Programs develop knowledge and skills for policy work. The Training Travel Fund provides funds to departments to cover the travel costs of Inuit employees attending training outside their home communities.*
- Lead and support efforts to strengthen human resource capacity across the public service through the implementation of Article 23 of the Nunavut Agreement.  
*Status: A comprehensive master Inuit Employment Plan has been drafted, with government wide Inuit employment targets and actions to 2023.*
- Begin implementation of the comprehensive strategy for enhancing Inuit employment towards achieving a representative workforce.  
*Status: Departments and agencies have drafted detailed Inuit employment plans to 2023, with targets and department-specific action plans. Departments will 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.  
*Status: Sivumuaqatigiit is reviewing draft departmental Inuit employment plans and the August 2018 Nunavut Inuit Labour Force Analysis (NILFA) report to identify additional government wide training and development opportunities to increase and enhance Inuit employment.*
- Continue to deliver career development programs for Inuit employees aimed at providing opportunities to gain skills and experience in the field of occupational interest.  
*Status: Career development counselling has been successful in revising out-dated resumes and creating training and development plans for Inuit employees. The Sivuliqtiksat Internship Program continues to fund 16 positions for departments and agencies to develop an Inuk intern to take on a target position. The Career Broadening Program is available to casual, term and indeterminate Inuit employees that have an interest in gaining broader skills and work experience. Participants in the Career Broadening Program are receiving career counselling and considering job placements.*

### **Priorities (2019-20)**

- Coordinate the finalization of the master Inuit Employment Plan to 2023.
- 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.

## *Department of Human Resources*

- Advise departments and agencies on Inuit employment planning and monitor progress towards Inuit employment goals.
- Participate in the review of the human resources policies and programs to increase Inuit employment at all levels of the public service.
- Undertake a review of the casual staffing process and guidelines, with a focus on Inuit employment.
- Develop a strategy for improved outreach to communities and participation at trade shows and career fairs that would allow for increased visibility of employment opportunities.

### **Priorities (2020-21)**

- Coordinate the implementation of the master Inuit Employment Plan to 2023.
- Begin the implementation of new training and initiatives needed to support departments in meeting objectives set out in the comprehensive Inuit employment strategies.
- Update the recruitment section of the government website in order to promote the government as an employer of choice.
- Participate at trade shows and career fairs that would allow for increased visibility of training and employment opportunities.

### **Priorities (2021-22)**

- Continue the implementation of the master Inuit Employment Plan to 2023.
- Participate at trade shows and career fairs that would allow for increased visibility of employment opportunities.

## **Public Service Training**

Public Service Training is responsible for providing assistance and support to departments in training and developing their staff.

Public Service Training is also responsible for leading and coordinating initiatives to support the governments decentralized model, and training programming is offered across the territory.

### **Objectives**

- Provide quality learning opportunities and training programs that will enhance the skills, knowledge, and abilities of the public service.

- Provide leadership and coordination for training and development activities at the regional and community level.

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
<b>Public Service Training</b>		1,564	<b>1,685</b>	1,685	1,685
This section, which includes the overall operational budget, designs, develops, and delivers training and development programs including orientation, courses and workshops, language training, occupational training and accredited learning opportunities.					
<b>Training Programs</b>		3,288	<b>3,288</b>	3,288	3,288
The Training Programs section delivers Public Service Training programs and services across Nunavut.					
<b>Total, Public Service Training</b>		<b>4,852</b>	<b>4,973</b>	<b>4,973</b>	<b>4,973</b>

#### Priorities (2018-19)

- Provide workplace education and training for public servants, with an emphasis on increasing Inuit employment and developing strong Inuit leaders for government and the territory.  
*Status: The division continued to provide workplace education and training for public servants, including learning and development courses; Inuktitut, French, and English language training programs; cultural orientation and employee orientation programs; a mentorship program; and the Hivuliqtikhanut Leadership Development Program. The division also administers a Specialized Training Fund and Program Development Fund that support departments to offer specialized training in targeted areas.*
- Enable the Inuit language as the working language of the public service through training and performance incentives.  
*Status: The division continued to provide an Inuktitut language training program, including the pilot delivery of an introductory Inuktitut module by videoconference in seven communities. The Inuit Language Incentive Policy has been developed and is being implemented to test employees and offer appropriate compensation based on Inuit language skill level.*
- Work with departments to ensure that local skills and trades training is offered in efforts to reduce dependence on imported labour and support employment for people with disabilities.  
*Status: Through the Specialized Training Fund and the Program Development Fund, the division supports departments to offer local skills and trades training (as well as other specialized training) to Government of Nunavut employees. In 2018-19, 15 training proposals from 8 departments and corporations were approved.*
- Establish updated objectives for the GN Human Resource Strategy.  
*Status: The Department of Finance is leading the development of the government Human Resource Strategy, supported by the Department of Executive and Intergovernmental Affairs. This work will continue under the new Department of Human Resources.*

- Continue to deliver the Hivuliqtikhanut Leadership Development Program.  
*Status: The second cohort of the Emerging Leaders' Series graduated in June 2018, and the third cohort of the Supervisors' Series graduated in November 2018. Recruitment was scheduled in fall 2018 and winter 2019 for the third cohort of the Emerging Leaders' Series, the fourth cohort of the Supervisors' Series, and the second cohort of the Senior Managers' Series. Agreements were signed with Dalhousie University and Nunavut Arctic College to provide advanced standing options for graduates in the Hivuliqtikhanut program.*
- Continue to deliver quality learning opportunities and training programs to Government of Nunavut employees in all communities.  
*Status: The division continued to offer and expand options for online and videoconference delivery of training programs in order to increase access to training for Government of Nunavut employees in all communities.*
- Complete an internal review of the Mentorship Program.  
*Status: Due to changes in staffing capacity, this priority will be carried over to 2019-20.*

#### **Priorities (2019-20)**

- Provide workplace education and training for public servants, with an emphasis on increasing Inuit employment and developing strong Inuit leaders for government and the territory.
- Explore options to expand workplace education and training for public servants in all communities, including in-person, online, and videoconference deliveries.
- Work with departments to enable the Inuit language as the working language of the public service through training programs.
- Review the Mentorship Program and Talent Management System for potential enhancements.

#### **Priorities (2020-21)**

- Implement updated training and development objectives set out in Government of Nunavut Human Resource Strategy once it is finalized.
- Provide workplace education and training for public servants, with an emphasis on increasing Inuit employment and developing strong Inuit leaders for government and the territory.
- Update and enhance human resources training and development policies and directives.

#### **Priorities (2021-22)**

- Provide workplace education and training for public servants, with an emphasis on increasing Inuit employment and developing strong Inuit leaders for government and the territory.

## Staffing

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

Staffing includes Regional Staffing, responsible for the delivery of human resources programs and services in the communities outside Iqaluit. Services are provided from three regional offices in Igloolik, Rankin Inlet and Cambridge Bay.

### Objectives

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

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
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<b>Staffing</b>		3,017	<b>3,297</b>	3,408	3,408
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The section manages centralized staffing services for the Government of Nunavut. This includes, screening of applications, interviews, and selection of successful candidates, reference checks, job offers, exit interview processes, and relocation services.

<b>Regional Staffing</b>		2,928	<b>3,105</b>	3,153	3,153
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Regional Staffing delivers departmental programs and services (staffing, employee relocation, and training and development) at the regional level and coordinates referrals on other specialized human resources matters to the department's headquarters. Community Operations participates in the development and implementation of new human resources initiatives with a particular emphasis on training and skills development of employees working in decentralized and non-decentralized communities.

<b>Relocation</b>		2,137	<b>2,137</b>	2,137	2,137
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This program funds the relocation of government employees, excluding teachers, specialized health care positions, Qulliq Energy Corporation and staff of Nunavut Arctic College. The relocation program directly supports the staffing process.

<b>Summer Student Employment Equity Program</b>	985	<b>985</b>	985	985
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This program provides employment opportunities in the public sector for high school and post-secondary students to gain skills, knowledge and abilities in areas of interest and/or study. The government's Priority Hiring Policy applies to all summer student positions within the program.

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<b>Total, Staffing</b>	<b>9,067</b>	<b>9,524</b>	<b>9,683</b>	<b>9,683</b>
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### **Priorities (2018-19)**

- Improve internal staffing processes and procedures to increase efficiency and better serve the needs of clients.

*Status: Some operational improvements have been implemented related to reference checks, centralizing staffing of some hard to fill positions, updated guidelines for the Summer Student Employment Equity Program. A consultant was hired to suggest policy and procedural changes that would increase efficiencies. These changes will be considered in 2019-20.*

### **Priorities (2019-20)**

- Review the quality and timeliness of advice and services to government departments on all recruitment and staffing matters.
- Clarify headquarter and regional staffing roles, responsibilities and processes in order to improve timeliness and efficiencies in staffing.
- Review and revise staffing policies and procedures to enhance ability to fill vacancies in a more timely and efficient manner.

### **Priorities (2020-21)**

- Review the staffing appeals process to ensure the objectives of the Public Service Act regulatory requirements are met.
- Work with the training and development division to develop training programs that provide guidance on accessing employment with the Government of Nunavut.

### **Priorities (2021-22)**

- Promote the Government of Nunavut as the employer of choice by using a variety of media to attract the right people to fill government vacancies.

## **Employee Relations and Job Evaluation**

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

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

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

**Objectives**

- Provide leadership and guidance reflecting Inuit values in the administration of Workplace Wellness programming.
- Develop employee relations processes that support and work toward increasing Inuit representation in the government.
- Lead the government in collective bargaining/negotiations internally and represent the government in external negotiations as mandated.
- Lead in the coordination of employee recognition, performance management, and attendance management programs.
- Provide labour relations expertise in the interpretation of human resource policies, legislation, and collective agreements.
- Provide timely and accurate job evaluation services to support recruitment for all government departments, agencies and corporations.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Employee Relations and Job Evaluation</b>		4,285	<b>4,285</b>	4,285	4,285
<b>Total, Employee Relations and Job Evaluation</b>		<b>4,285</b>	<b>4,285</b>	<b>4,285</b>	<b>4,285</b>

The section provides professional employee relations advice and services to departments and agencies, and leads collective bargaining for the government as mandated. Through job evaluation, a fair and transparent classification system is maintained for the public service. In addition, job description writing training, bilingual bonus administration, and bargaining unit exclusions are provided to departments, as well as advice on department organizational design.

The section also includes workplace wellness, designed to assist government employees and their families in maintaining and/or improving their overall safety and wellbeing.

### **Priorities (2018-19)**

- Design and develop a Respectful Workplace program to focus on conflict management and alternative dispute resolution, rooted in Inuit Qaujimajatuqangit and Inuit Societal Values.  
*Status: This will be deferred to 2019-2020, to be developed under the new Department of Human Resources.*
- Review and revise the harassment awareness training program to emphasize workplace harmony through *Inuuqatigiitsiarniq, Tunnganarniq, and Ujjiqsutsiarniq*.  
*Status: New training is currently being rolled out with emphasis on ensuring collaborative and supportive workplace reintegration following a complaint and/or investigation.*
- Develop and release a “Managing in a Unionized Workplace” training program.  
*Status: Manual has been developed and will be incorporated into training and onboarding program in 2019-20.*
- Develop an internal training program for supervisors to increase awareness and proficiency in managing employees within the GN.  
*Status: The training program has been developed using best practices, exit surveys, employee relations case data, and engagement survey results. The program will be rolled out in 2019-20.*
- Deliver training to HR practitioners related to mental health in the workplace.  
*Status: A four-day training session was delivered in February 2019, which included topics such as the legal duty of care for psychological well-being, accommodating mental health disabilities in the workplace, and the national standard for psychological health and safety in the workplace.*
- Negotiate a new collective agreement with the Nunavut Employees Union.  
*Status: The current collective agreement with the government and NEU expired on September 30, 2018. The NEU filed Notice to Bargain in the fall of 2018. Negotiations will continue until an agreement has been reached.*

### **Priorities (2019-20)**

- Develop and deliver an internal training program for supervisors to increase awareness and proficiency in managing employees; and training for human resource practitioners related to mental health in the workplace.
- Initiate the design of a Respectful Workplace program, focusing on conflict management and alternative dispute resolution, rooted in Inuit Qaujimajatuqangit and Inuit Societal Values.
- Implement internal supervisor training program for government employees in supervisory positions.



- Improve Return to Work Program and ensure alignment with legislation, market best practice, Great West Life vendor processes, Inuit Societal Values and government wide departmental requirements.

**Priorities (2020-21)**

- Pursue an enhanced employee and family assistance program, which is more focused on Inuit Societal Values.
- Develop and implement an electronic system for health and safety incident tracking within the government.
- Develop a Respectful Workplace program, focused on conflict management and alternative dispute resolution, rooted in Inuit Qaujimajatuqangit and Inuit Societal Values.

**Priorities (2021-22)**

- Negotiate a new collective agreement with the Nunavut Teachers Association (June 2021).
- Implement a new electronic system for employee relations cases management and tracking data in exit and engagement surveys.
- Launch follow-up Government of Nunavut Employee Engagement Survey.

**Financial Summary**

Branch	2018-2019 Main Estimates		2019-2020 Main Estimates		2020-2021 Planned		2021-2022 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>Human Resource Operations</b>								
Compensation & Benefits	9,091	60.0	11,263	79.0	11,696	79.0	11,696	79.0
Grants & Contributions	-		-		-		-	
Other O&M	4,481		4,877		4,877		4,877	
Subtotal	13,572		16,140		16,573		16,573	
<b>Strategic Human Resource Management</b>								
Compensation & Benefits	4,690	39.0	6,392	49.0	6,708	49.0	6,708	49.0
Grants & Contributions	-		-		-		-	
Other O&M	4,140		4,167		4,167		4,167	
Subtotal	8,830		10,559		10,875		10,875	
<b>Total</b>	<b>22,402</b>	<b>99.0</b>	<b>26,699</b>	<b>128.0</b>	<b>27,448</b>	<b>128.0</b>	<b>27,448</b>	<b>128.0</b>

# Department of Justice

## Business Plan

2019-2022

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## CORE BUSINESS

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

	<b>Budget (\$000)</b>			
	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
Advisory and Administrative Services	17,911	<b>18,285</b>	18,285	18,285
Law Enforcement	42,991	<b>45,844</b>	42,843	42,843
Legal Support Services	3,550	<b>3,550</b>	3,550	3,550
Court Services	12,402	<b>13,103</b>	13,228	13,228
Legal Registries	1,416	<b>1,416</b>	1,416	1,416
Corrections	38,031	<b>37,819</b>	37,819	37,819
Community Justice	5,389	<b>5,495</b>	5,495	5,495
<b>TOTAL</b>	<b>121,690</b>	<b>125,512</b>	<b>122,636</b>	<b>122,636</b>

### Advisory and Administrative Services

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

### Objectives

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

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
<b>Deputy Minister/ Assistant Deputy Minister's Office Assistant Deputy Attorney General</b>		1,845	<b>2,099</b>	2,099	2,099
<p>The Deputy Minister (DM)/ Deputy Attorney General (DAG), the Assistant Deputy Minister of Justice (ADM), and the Assistant Deputy Attorney General (ADAG) are responsible for the overall management of the department, including providing leadership and setting program direction, monitoring goals, objectives, policies and budgets and ensuring that priorities and directives are followed. The DM/DAG is the official legal advisor to the Executive Council and the Government of Nunavut. The ADM oversees the Community Justice Division, Corrections Division, the RCMP policing file, and the Office of the Public Trustee program. The Public Trustee program administers trusts on behalf of minors and administers estates and trusts of Nunavummiut who die without a will or are in need of protection because of disability. The ADAG oversees legal registries, legislation and legal services provided by the department.</p>					
<b>Corporate Services</b>		15,088	<b>15,088</b>	15,088	15,088
<p>The Corporate Services Division provides a full range of financial, staffing/training, administrative management and support services to the department. The Division also oversees the financial aspects of the policing agreements, and manages the human resources functions for the department. The Division also oversees the contribution agreements that fund the Legal Services Board, the Human Rights Tribunal and Community Justice Outreach Workers.</p>					
<b>Policy and Planning</b>		978	<b>1,098</b>	1,098	1,098
<p>The Policy and Planning Division is responsible for developing departmental policy and legislative proposals; analyzing proposed departmental policies; business plan development; conducting justice consultations with other departments, communities and governments; and developing and communicating departmental responses to justice issues.</p>					
<b>Total Advisory and Administrative Services</b>		<b>17,911</b>	<b>18,285</b>	<b>18,285</b>	<b>18,285</b>

#### Priorities (2018-19)

- Work with the Federal Government to identify funds for diversions for therapeutic treatments and traditional Inuit counselling for accused persons and offenders.  
*Status: Federal funding has been provided for a three year Therapeutic Justice Pilot Program that will be based in Cambridge Bay. This will start in 2019 fiscal year.*
- Increase Inuit employment within the Department of Justice.  
*Status: The department has met our short-term goal outlined in our Inuit Employment Plan and will continue to work towards increasing Inuit employment at all levels in the department and in all divisions. The Corporate Services division worked with all the department's divisions to recruit and hire more Inuit through restricted competitions and through direct appointments. The Department of Justice also accessed the Inuit Training Travel fund for Inuit staff taking courses/workshops. The department had several Inuit staff*



*taking the Inuit Uqausinginnik Taiguusiliuqtiit assessment test to apply for the language incentive program application this year. The department also had an employee complete the Policy Foundations course available only for Inuit.*

- Conduct a review of organizations receiving departmental contribution agreements to ensure that they are providing the best possible services and maximizing the funds provided.  
*Status: The department is continuing to monitor contribution agreements and reporting to ensure that the agreements are complied with and desired results are achieved.*
- Work with Law Enforcement to identify community-based policing solutions.  
*Status: The department has ongoing collaboration with Law Enforcement to identify community-based policing solutions.*
- Continue implementation of the *Unlawful Property Forfeiture Act*.  
*Status: The department has prepared the necessary job descriptions, began to design the administrative and operational structure for the forfeiture office which is expected to open in early 2019, and consulted with forfeited offices across Canada on these items. The department also worked with other Government of Nunavut departments on allocating the funding for the new office.*
- Ensure government programs and services are more effective and relevant through Inuit Qaujimagatuqangit and Inuit Societal Values within legislation and policy by collaborating with government departments and agencies.  
*Status: The department ensures that its policies and legislation reflects Inuit Societal Values. The department conducts extensive training in Inuit Qaujimagatuqangit for its staff and for management. The Department of Justice celebrated Inuit culture by holding several divisional and department-wide Cultural Immersion (IQ) days. The department hosted a workshop undertaken by Nunavut Sivuniksavut on history of Nunavut and Inuit Culture that was attended by 60 Justice employees as well as RCMP participants.*
- Provide leadership and support to divisions to ensure that Turaaqtavut priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.  
*Status: The department concluded an implementation plan for Turaaqtavut with specific actions and timelines to advance the priorities Justice is responsible for.*

#### **Priorities (2019-20)**

- Continue to develop a project supporting diversions for therapeutic treatments and traditional Inuit counselling for accused persons and offenders.
- Increase Inuit employment within the Department of Justice.
- Work with Law Enforcement to identify community-based policing solutions.

## *Department of Justice*

- Review the *Family Abuse Intervention Act* and Territorial offences legislation for necessary updates.
- Ensure that government programs and services are more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation and policy by collaborating with government departments and agencies.
- Provide leadership and support to divisions to ensure that Turaaqtavut priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.

### **Priorities (2020-21)**

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

### **Priorities (2021-22)**

- Review the operations of the Civil Forfeiture Office.
- Increase Inuit employment within the Department of Justice.
- Work with Law Enforcement to implement community-based policing solutions.
- Continue the legislative process for *Family Abuse Intervention Act* and Territorial offences legislation for necessary updates.
- Continue to ensure government programs and services are more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation and policy by collaborating with government departments and agencies.

- Provide leadership and support to divisions to ensure that Turaaqtavut priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.

## Law Enforcement

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

### Objectives

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

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
Law Enforcement		42,991	45,844	42,843	42,843
<b>Total, Law Enforcement</b>		<b>42,991</b>	<b>45,844</b>	<b>42,843</b>	<b>42,843</b>

Policing services are provided by the RCMP under contract with the Government of Nunavut. The Nunavut Division – “V” Division – has personnel posted throughout the Territory with detachments in 25 communities. There are 162 RCMP positions in Nunavut including regular RCMP officers, civilian and public servants.

### Priorities (2018-19)

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

## *Department of Justice*

*Initiative, delivered in conjunction with the Department of Education, to coordinate emergency response in Nunavut schools. "V" Division now has direct communication with the public through Facebook and the RCMP website.*

- Support police efforts to implement youth-based community policing initiatives, including addressing family violence and sexual abuse.

***Status:** The "V" Division Community Policing Section supports community policing and crime prevention initiatives throughout Nunavut. The RCMP met with stakeholders on this issue of child sexual abuse and has been working on a resource guide for those involved with trauma.*

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

- Support and endorse restorative justice initiatives throughout Nunavut.

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

### **Priorities (2019-20)**

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

### **Priorities (2020-21)**

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

- Support police efforts to implement youth based community policing initiatives, including addressing family violence and sexual abuse.
- Support and endorse restorative justice initiatives throughout Nunavut.

**Priorities (2021-22)**

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

**Legal Support Services**

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

**Objectives**

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

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Legal and Constitutional Law</b>		2,235	<b>2,235</b>	2,235	2,235

The Legal and Constitutional Law Division provides general legal services to all government departments and certain public agencies. It also represents the interests of the Government of

Nunavut in all court and tribunal proceedings and in intergovernmental and other negotiations/consultations or engagement. Divisional responsibilities include the provision of legal services in relation to all constitutional matters (constitutional development, Aboriginal claims, implementation of the Nunavut Land Claims Agreement, Devolution and the Charter of Rights and Freedoms), all litigation matters and legal advisory services (e.g. administrative law, environmental law, finance, lands and facilities management, public procurement, and the drafting and review of major contracts).

**Legislation Division** 1,315 **1,315** 1,325 1,315

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

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**Total, Legal Support Services** 3,550 **3,550** 3,550 **3,550**

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### Priorities (2018-19)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.  
*Status: Both divisions continue to support lawyer staff participation in the Canadian Bar Association. Legal and Legislative Counsel have the opportunity to attend professional development events, both locally and nationally, throughout the year.*
- Enhance the ability of the Legal Division to provide services in Inuktitut by supporting further, higher level Inuktitut training for all Legal Counsel, and by fostering an environment where the use of Inuktitut, at all levels of proficiency, is encouraged in the Division.  
*Status: With one exception, all lawyers in the Legal and Constitutional Law Division have completed level 1 Inuktitut instruction. Three of the lawyers have gone on to take level 2, and one of the lawyers has completed a third level course.*
- Help departments requesting the incorporation of Inuit Qaujimajatuqangit and Inuit Societal Values into their legislation to do so in a precise manner so that they can ensure their programs and services are more relevant.  
*Status: The Legislative Division continued to help departments requesting the incorporation of Inuit Qaujimajatuqangit into their legislation.*
- Oversee install and roll-out of Document Management System, migration of existing files into the Document Management System, and training for all lawyers on how to create and save files and documents into the Document Management System.

*Status: In September 2018, the Legal and Constitutional Law Division's new Document Management System went live. The software has surpassed expectations and is being used by all lawyers in the division to make and save files, including emails which are automatically routed to the appropriate correspondence file. The division has already seen a noticeable increase in file creation, and the ease with which lawyers can create and access work has surpassed expectations.*

- Develop a new organizational structure for knowledge management, ensuring that legal opinions and templates are easily located, thereby minimizing duplication.

*Status: During the design stage of the Document Management project, the division was able to create a flagging system for legal opinions that allows them to be searched, not just by name or by text, but also by means of a meta-data search for subject matter, department, or lawyer. The division also developed a new taxonomy for legal opinions that better reflects our key practice areas.*

### **Priorities (2019-20)**

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Enhance the ability of the Legal Division to provide services in Inuktitut by supporting further, higher level Inuktitut training for all Legal Counsel, and by fostering an environment where the use of Inuktitut, at all levels of proficiency, is encouraged in the division.
- Help departments requesting the incorporation of Inuit Qaujimajatuqangit and Inuit Societal Values into their legislation to do so in a precise manner so that they can ensure that their programs and services are more relevant.
- Increase the number of lawyers within the Legal and Constitutional Law Division to allow for specialization in areas such as: litigation, environmental assessment, and procurement law.
- Coordinate with the Nunavut Law School program to provide articling opportunities to program graduates.

### **Priorities (2020-21)**

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Help departments requesting the incorporation of Inuit Qaujimajatuqangit and Inuit Societal Values into their legislation to do so in a precise manner so that they can ensure that their programs and services are more relevant.
- Enhance the ability of the Legal Division to provide services in Inuktitut by supporting further, higher level Inuktitut training for all Legal Counsel, and by fostering an environment where the use of Inuktitut, at all levels of proficiency, is encouraged in the division.

## *Department of Justice*

- Reduce external costs spent on litigation by recruiting and retaining support staff with the capacity to provide administrative support on small and mid-size litigation matters.
- Provide more consolidations of legislation.

### **Priorities (2021-22)**

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Maintain progress in developing efficient use of technology by moving our document management system onto our portable devices.
- Enhance the ability of the Legal Division to provide services in Inuktitut by supporting further, higher level Inuktitut training for all Legal Counsel, and by fostering an environment where the use of Inuktitut, at all levels of proficiency, is encouraged in the division.
- Reduce external costs spent on litigation by recruiting and retaining support staff with the capacity to provide administrative support on small and mid-size litigation matters.

### **Court Services**

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

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

### **Objectives**

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



<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Court Administration</b>		9,637	<b>10,338</b>	10,463	10,463
<p>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.</p>					
<b>The Family Support Program</b>		379	<b>379</b>	379	379
<p>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.</p>					
<b>Justices of the Peace (JPs)</b>		1,135	<b>1,135</b>	1,135	1,135
<p>Justices of the Peace are community-based judicial officers who have jurisdiction with the Nunavut Court of Justice over summary (less serious) <i>Criminal Code</i> offences and territorial offences under Nunavut statutes. In addition, Justices of the Peace are empowered to conduct bail hearings for more serious cases and have limited civil jurisdiction under some Nunavut statutes. Justices of the Peace also perform a valuable service in their communities conducting marriage ceremonies, swearing-in various officials, and signing documents.</p>					
<b>Coroner's Office</b>		901	<b>901</b>	901	901
<p>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.</p> <p>The service is supported by Coroners within the communities, the RCMP, the Fire Marshall's Office, the Workers' Safety &amp; 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.</p>					
<b>Rental Office</b>		163	<b>163</b>	163	163
<p>The Rental Officer receives, investigates, mediates and adjudicates complaints under the <i>Residential Tenancies Act</i>. A finding of non-compliance can result in a Notice or Order and can be filed in Court and enforced as an Order of the Court.</p>					

**Labour Standards Board/Labour Services Administration**

187                      **187**                      187                      187

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*.

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**Total, Court Services**                      **12,402**                      **13,103**                      **13,228**                      **13,228**

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**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.  
*Status: This continues to be a priority and options are currently being explored.*
- 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.  
*Status: This priority has been extended to 2019-2020 and reviewing of funding options.*
- Continue to provide ongoing staff training and professional development opportunities.  
*Status: The Court Services Division has developed in-house training for sheriffs and juridical officers as well as recognized certificate programs through Justice Institute of British Columbia designed specifically for Nunavut Courts staff. These training initiatives enhance the ability of Court Services staff to provide support to the Nunavut Court of Justice. The division has received funding from Department of Executive and Intergovernmental Affairs to start year one of developing an online registry staff training program.*
- Continue to assess and integrate Court and Corrections records management system.  
*Status: Court Services completed this review for a Joint Court-Corrections project to replace current records management systems, known as the Justice and Corrections Information Network. The Department of Community Government and Services is currently reviewing the options from this needs assessment.*
- Complete a business analysis of the Justice of the Peace Program into the communities by investing resources to establish regional Justice of the Peace services in each region.  
*Status: Both the legally trained Senior Justice of the Peace and full-time legally trained Justice of the Peace are currently tasked with reviewing the Justice of the Peace Operational plan and completing a business analysis.*
- Commence a project to expand digital audio recording of all court proceedings during circuit court in communities.  
*Status: This priority has been extended to 2019-2020 and reviewing of funding options.*

**Priorities (2019-20)**

- Commence project for a digital audio recording solution and protocol for all court proceedings during circuit for the Nunavut Court of Justice in the communities.
- Commence a project to expand digital audio recording of all court proceedings during circuit funding.
- Move forward to investigate a proposed solution for and integrated Court and Corrections records management system and to secure funding. This investigation of solutions with Community Government and Services will be ongoing.
- Explore feasibility of adding one legally trained Justice of the Peace in each region to support the community Justice of the Peace Program.

**Priorities (2020-21)**

- Explore paperless office environments in Courts by implementing E-Filing initiatives.
- Implement a joint integrated Court and Corrections records management and information system, which will integrate records management and information sharing between various Department of Justice divisions and stakeholders.
- Implement digital audio recording of all court proceedings during circuit for the Nunavut Court of Justice in the communities.
- Commence Justice of the Peace Program into the communities by investing resources to establish regional Justice of the Peace offices and facilities in each region.
- Commence a project to expand digital audio recording of all court proceedings during circuit for the Nunavut Court of Justice in the communities.

**Priorities (2021-2022)**

- Implement a regional Justice of the Peace Program into the communities by investing resources to establish regional Justice of the Peace services in each region.
- Implement a paperless office environment in Courts by implementing E-Filing initiatives.

**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)	2018-19	2019-20	2020-21	2021-22
<b>Land Titles Office</b>		931	931	931	931
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.					
<b>Corporate and Securities Registries</b>		485	485	485	485
The Corporate Registry administers the <i>Business Corporations Act</i> , <i>Societies Act</i> , <i>Partnership Act</i> , and certain provisions of the <i>Co-operative Associations Act</i> and <i>Credit Union Act</i> . Submitted documents are reviewed and processed to establish and maintain current information on corporations, societies, partnerships and co-operative associations.					
The Securities Registry administers the <i>Securities Act</i> , which regulates trading in investment securities. Documents are reviewed and processed to register advisors and dealers who trade stocks, bonds and mutual funds, describe and qualify the shares of public companies and mutual funds that are offered for sale in Nunavut; and consider applications for discretionary relief from some requirements.					
<b>Total, Legal Registries</b>		<b>1,416</b>	<b>1,416</b>	<b>1,416</b>	<b>1,416</b>

### Priorities (2018-19)

- Continue to develop the integration of various electronic registries.  
*Status: Testing version of BEAR has been released and development continues.*

- Concentrate on employee retention by providing staff training and professional development opportunities.  
*Status: All staff have undertaken training and professional development opportunities.*
- Ensure the division is fully staffed.  
*Status: Two positions currently not staffed. Legal Counsel position is at staffing. Legal Registries Officer position is on hold while current Officers continue to be trained.*
- Continue to support Inuit language initiatives and Inuit employment.  
*Status: Three of eight staff are Nunavut Inuit; all Nunavut Inuit staff have undertaken training in the past year.*
- Work with Community and Government Services to ensure title is issues to all surveyed parcels within the municipalities pursuant to Sec. 14.2.1 of the *Nunavut Agreement*.  
*Status: Legal Registries continues to successfully work with the Department of Community Government and Services to process incoming submissions.*

#### **Priorities (2019-20)**

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

#### **Priorities (2020-21)**

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

#### **Priorities (2021-22)**

- Work with non-profits to develop a more robust corporate memory among Societies using the interdepartmental network of non-profit support.
- Conduct a thorough review of all registry databases and explore areas of improvement.

#### **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)	2018-19	2019-20	2020-21	2021-22
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<b>Corrections Directorate</b>		6,507	<b>6,295</b>	6,295	6,295
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The Directorate oversees the operation of Corrections throughout Nunavut, providing the direction and support to institutions and community programs as well as developing and initiating new programs and assisting in program development. The Directorate also provides liaison with other jurisdictions across Canada.

<b>Community Corrections</b>		3,495	<b>3,495</b>	3,495	3,495
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Community Corrections has been working at establishing a "stand alone" probation service for Nunavut. Probation services that were formerly handled by Family Services are now being conducted by Community Corrections' Officers. Community Corrections' Officers provide supervision, support and programming to adult and youth offenders serving sentences, on probation, or under conditional sentences.

<b>Adult Healing Facility–Kugluktuk</b>		1,867	<b>1,867</b>	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 enabling offenders to heal in an environment that is supported by their families and home communities.

<b>Adult Institutions and Correctional Camps</b>		11,748	<b>11,748</b>	11,748	11,748
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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.

<b>Young Offenders Custody / Open and Secure</b>		2,589	<b>2,589</b>	2,589	2,589
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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 **1,701** 1,701 1,701

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

**Rankin Inlet**

**Healing Facility** 6,420 **6,420** 6,420 6,420

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

**Makigiarvik** 3,704 **3,704** 3,704 3,704

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

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**Total, Corrections** **38,031** **37,819** **37,819** **37,819**

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**Priorities (2018-19)**

- Review and implement the Client Needs Assessment.  
*Status: The department reviewed the Client Needs Assessment; the review will be finalized pending on the amendments to the Corrections Act.*
- Review and update *Corrections Act* and Regulations to allow for the implementation of the new *Corrections Act*. The review will ensure programs and services offered by corrections are culturally relevant through incorporation of Inuit Qaujimagatunqangit.  
*Status: The department completed the review of the Corrections Act and the Regulations. The proposed amendments to the Corrections Act are currently being reviewed.*
- Review and update correctional policies and mandates to ensure they are in line with the establishment of medium and maximum security correctional space.  
*Status: The department reviewed the correctional policies and mandates and is currently in the process of updating the policies and mandates.*
- Continue to fill any vacant positions identified during the 2016 review of the Corrections Division human resource capacity.  
*Status: The department continues to advertise job positions online to fill vacant positions within the Corrections division.*

**Priorities (2019-20)**

- Complete Corrections policy updates and the organizational review to prepare for the establishment of medium and maximum security correctional space.

## *Department of Justice*

- Increase capacity to provide traditional counselling in each of Nunavut's Correctional Facilities in order to address the mental health and addictions needs of inmates in territorial custody.
- Develop a plan for the phased implementation of the opening of the Qikiqtani Correctional Healing Centre.

### **Priorities (2020-21)**

- Create divisional and operational policies that are in line with the updated *Corrections Act* and regulations. The policy updates will be done in a manner that ensures that they are culturally relevant and effective through inclusion of Inuit Qaujimajatuqangit and Inuit Societal Values.
- Increase capacity for rehabilitative program implementation based on assessment and review.
- Increase resources and support available to staff who have experienced trauma in the workplace.
- Continue to work collaboratively with the Community Justice Division in order to support offender reintegration back into their communities following release from custody.

### **Priorities (2021-22)**

- Implement divisional and operational policies that are in line with the updated *Corrections Act* and regulations. The policy updates will be done in a manner that ensures that they are culturally relevant and effective through inclusion of Inuit Qaujimajatuqangit and Inuit Societal Values, and arrange training on new regulation and policies for all Correctional Employees.
- Continue to increase capacity for rehabilitative program implementation based on assessment and review.
- Review resources and support available to staff who have experienced trauma in the workplace.
- Continue to Work collaboratively with the Community Justice Division in order to support offender reintegration back into their communities, following release from custody.

## **Community Justice**

Community Justice utilizes Inuit Qaujimajatuqangit and Inuit Societal Values in providing assistance to all communities by establishing Crime Prevention initiatives, as well as offering



culturally relevant alternatives to the formal judicial system for offenders, where doing so is consistent with the preservation of public safety.

Community Justice also supports the development of victims' services at a community level; and provides funding to community based justice projects that provide alternative to court solutions for crime; including land programs for teaching cultural knowledge and healing for both offenders and victims. Community Justice supports the development and implementation of services to assist families in mediation, with an emphasis on providing families an alternative to the court process for child custody, access and child support. Further, Community Justice supports Nunavummiut experiencing family abuse through the delivery of the *Family Abuse Intervention Act* (FAIA).

### 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, victim services, Restorative Justice, *Family Abuse Intervention Act* and crime prevention programs.
- To help create a positive healthy relationship between the offender and the community.
- To support victims of crime across the Territory and develop victim services at the community level.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Community Justice Directorate</b>		1,574	<b>1,574</b>	1,574	1,574
The Directorate oversees the operation of Community Justice throughout Nunavut. It develops, initiates and provides direction and support to community programs. The Directorate also acts as a liaison with other jurisdictions across Canada.					
<b>Community Justice Program</b>		3,815	<b>3,912</b>	3,912	3,921
Drawing from Inuit Qaujimajatuqangit and Inuit Societal Values principles, the Community Justice Program provides crime prevention funding and initiatives to communities; supports Nunavummiut experiencing family abuse through the delivery of <i>Family Abuse Intervention Act</i> ; and works in conjunction with Justice Committees to deliver Restorative Justice offender diversion. The Community Justice program provides support services for victims of crime, including the development of policies and guidelines for the Victims Assistance Committee, and assists community groups in their application for funding. Community Justice also coordinates the family mediation program, which provides families an alternative to the Court process in terms of child custody, access and child support.					
<b>Total, Community Justice</b>		<b>5,389</b>	<b>5,486</b>	<b>5,486</b>	<b>5,495</b>

**Priorities (2018-19)**

- Assist Justice Committees to provide community-based justice and healing programs in order to address family violence and to divert cases from the formal criminal justice system.  
*Status: The Community Justice Committees continue to be supported by trainings provided by Community Justice Specialists. Three Community Justice Specialists and senior management travelled to Hall Beach to work with their Justice Committee and provide training on diversion.*
- Deliver and develop more programs for victims of crime.  
*Status: Victim Services continues to provide victim care, the Nunavut Victim Travel Support Program, the Victims Assistance Fund and provide support to the Missing Murdered Indigenous Women and Girls through the Family Information Liaison Unit.*
- Deliver crime prevention programs in all regions of Nunavut.  
*Status: Funded by Public Safety Canada, the Ikajuqtigiiniq project continues to provide funding for crime prevention programming in 10 communities across the territory. A crime prevention project manual has been developed to support all other communities in their crime prevention activities.*
- Initiate a review and evaluation of the Crime Prevention Strategy.  
*Status: The Crime Prevention Team continues to deliver on the actions outlined within the Crime Prevention Strategy Action Plan.*
- Work collaboratively with the Corrections Division to support offenders as they reintegrate into their communities at the completion of their sentence.  
*Status: A Draft Terms of Reference for a Task Team on Offender Reintegration has been provided to Corrections for review. Further, a Corrections / Community Justice Workshop for all staff is being developed to encourage partnerships and common understanding of the work of each division.*
- Provide and further expand the Mediation program to include child protection mediation.  
*Status: A Draft Work Plan is currently in final stages of review and is expected to be delivered to the Canada Family Justice Fund (CFJF) by the new fiscal year. The Canadian Family Justice Fund is expected to provide a draft contribution agreement for review in the new fiscal year.*
- Continue the training and development of Community Justice Outreach Workers in all communities with the goal of increasing the effectiveness of community-based justice and healing programs in order to address family violence.  
*Status: Community Justice Specialists, the Crime Prevention Team and Victim Services continue to travel to communities in order to meet with Community Justice Outreach Workers and provide them additional training and support.*

**Priorities (2019-20)**

- Build community resilience and integrate Inuit Qaujimajatuqangit and Inuit Societal Values, customary law and cultural competency into all sections of the Community Justice Program.
- Assist Justice Committees to provide community-based justice and healing programs in order to address family violence and to divert cases from the formal criminal justice system.
- Continue to deliver and develop programs for victims of crime.
- Develop a training program for Victim Assistance Committee members.
- Conduct an evaluation of the Victims Assistance Fund.
- Continue to deliver crime prevention programs in all regions of Nunavut.
- Further develop the crime prevention strategy with feedback from the formal evaluation of the strategy.
- Continue to work collaboratively with the Corrections Division to support offenders as they reintegrate into their communities at the completion of their sentence.
- Develop family counselling capacity through expansion and support of the family mediation program.

**Priorities (2020-21)**

- Continue to build community resilience and integrate Inuit Qaujimajatuqangit and Inuit Societal Values, customary law and cultural competency into all sections of the Community Justice Program.
- Continue to assist Justice Committees to provide community-based justice and healing programs in order to address family violence and to divert cases from the formal criminal justice system.
- Deliver and develop programs for victims of crime.
- Deliver on recommendations identified in Victims Assistance Fund evaluation.
- Deliver crime prevention programs in all regions of Nunavut.
- Continue to work collaboratively with the Corrections Division to support offenders as they reintegrate into their communities at the completion of their sentence.
- Initiate a review and evaluation of the mediation program.

**Priorities (2021-22)**

- Have at least 50% of staff participate in Inuktitut language courses.
- Have all Community Justice Specialists trained as Restorative Justice Trainers from a reputable certification body.
- Develop internal strategy to integrate Inuit Qaujimajatuqangit and Inuit Societal Values, customary law and cultural competency into all sections of the Community Justice Program.
- Continue to assist Justice Committees to provide community-based justice and healing programs in order to address family violence and to divert cases from the formal criminal justice system.
- Continue the training and development of Community Justice Outreach Workers in all communities with the goal of increasing the effectiveness of community-based justice and healing programs.
- Deliver and develop more programs for victims of crime.
- Deliver crime prevention programs in all regions of Nunavut.

### 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)	2018-19	2019-20	2020-21	2021-22
<b>Human Rights Tribunal</b>		812	<b>812</b>	812	812
The Human Rights Tribunal hears human rights notifications from residents of Nunavut referred to it by the Human Rights Tribunal office, and makes determinations on how the notifications should be resolved.					
<b>Total, Human Rights Tribunal</b>		<b>812</b>	<b>812</b>	<b>812</b>	<b>812</b>

#### Priorities (2018-19)

- Implement public awareness information and potential community visits to raise awareness of human rights and the Tribunal in Nunavut communities.  
*Status: There has not been any community visits in Nunavut to promote human rights but through media, advertisements have been printed in Nunatsiaq News online, Northern News Services, Inukshuk Publishing, Up Here Publishing, Above & Beyond magazine and Mining North of 60.*
- Schedule two face-to-face meetings among Tribunal members to clear decision backlog.  
*Status: There has been no face to face meeting as of date as there may be a hearing set in the next few months. One face to face meeting is scheduled for March 2019.*
- Maintain the membership of the Tribunal to ensure a full member adjudicative body.  
*Status: The Nunavut Human Rights Tribunal has a body of six members.*
- Identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut to maintain or increase intake.  
*Status: Through the media such as Nunatsiaq News, Uphere Magazine, Above and Beyond magazines and Inukshuk Publishing, the Tribunal has been publicizing its presence*

#### Priorities (2019-20)

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

## *Department of Justice*

- Continue to identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut to maintain or increase intake.
- Continue to decrease decision turn-around times.

### **Priorities (2020-21)**

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

### **Priorities (2021-22)**

- Provide public awareness information sessions and travel to communities to raise awareness on human rights.
- Hold sessions about our Tribunal in Nunavut communities in order to be more effective in publicizing its presence and purpose as part of increasing intake.

### **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)	2018-19	2019-20	2020-21	2021-22
<b>Legal Services Board</b>		11,818	<b>11,818</b>	11,818	11,818
The Nunavut Legal Services Board provides criminal, family, and civil/poverty legal aid services through a blended staff and private lawyer model to the people of Nunavut.					
<b>Total, Legal Support Services</b>		<b>11,818</b>	<b>11,818</b>	<b>11,818</b>	<b>11,818</b>

### Priorities (2018-19)

- Update Legal Services Board policies for needed amendments and establish new policy development.  
*Status: Legal Services Board formalized an inquest policy, amended the private panel policy to increase efficiency and improve quality control, initial draft of a non-harassment policy; amended the legal aid financial eligibility policy (and guidelines) to improve assessment capacity and updated financial guidelines. The Board is poised to ratify a number of new policy initiatives in early 2019.*
- Develop and implement Inuit Employment Plan strategies and succession planning.  
*Status: The Board successfully recruited Inuit regional Directors, and an Inuk Comptroller trainee, and continue to monitor and evaluate training opportunities for all Inuit staff. The Board has also retained an Inuk articling law clerk. Legal Services Board's Succession Plan has been implemented for senior management positions. Priority has been given to the Chief Executive Officer position with the imminent departure of the current incumbent.*
- Develop work opportunities for Nunavut law students and graduates.  
*Status: This past summer the Board retained an Inuk law student who acted in the position of court worker and who had the opportunity to interact with clients and represent individuals in bail hearings. The Board will be making additional positions available to respond and support the needs of the Law Program. The Board is continuously collaborating with the Law Program in many areas including public legal education and information initiatives.*
- Work with the Government of Nunavut to initiate a privacy assessment of the government IT platform and its procedures to determine if it can appropriately support the solicitor-client requirements of practicing lawyers and their clients as required by Law Societies and the Courts.  
*Status: This process is ongoing and Board remains optimistic that the privacy impact assessment can be carried out to ensure its duties vis-à-vis the confidential nature of its information, is protected within a framework that is specifically designed to do so. The Board and Government of Nunavut continue to work together towards this goal.*
- Develop a new 3 – 5 year work plan for legal aid services in Nunavut.  
*Status: The development and implementation of a new 3-5 year work plan will commence when the LSB recruits a Chief Executive Officer which is hoped to have been concluded early in the New Year.*

**Priorities (2019-20)**

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

**Priorities (2020-21)**

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

**Priorities (2021-22)**

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



**Financial Summary**

Branch	2018-2019 Main Estimates		2019-2020 Main Estimates		2020-2021 Planned		2021-2022 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>Advisory and Administrative Services</b>								
Compensation & Benefits	4,915	45.0	5,198	49.0	5,198	49.0	5,198	49.0
Grants & Contributions	12,630		12,630		12,630		12,630	
Other O&M	366		457		457		457	
Subtotal	17,911		18,285		18,285		18,285	
<b>Law Enforcement</b>								
Compensation & Benefits	-	-	-	-	-	-	-	-
Grants & Contributions	-		-		-		-	
Other O&M	42,991		45,844		42,843		42,843	
Subtotal	42,991		45,844		42,843		42,843	
<b>Lawyer Support Services</b>								
Compensation & Benefits	3,199	26.0	3,199	26.0	3,199	26.0	3,199	26.0
Grants & Contributions	-		-		-		-	
Other O&M	351		351		351		315	
Subtotal	3,550		3,550		3,550		3,514	
<b>Registries and Court Services</b>								
Compensation & Benefits	8,488	72.0	9,189	78.0	9,314	78.0	9,314	78.0
Grants & Contributions	-		-		-		-	
Other O&M	5,330		5,330		5,330		5,330	
Subtotal	13,818		14,519		14,644		14,644	
<b>Corrections</b>								
Compensation & Benefits	27,784	216.0	27,784	216.0	27,784	216.0	27,784	216.0
Grants & Contributions	-		-		-		-	
Other O&M	10,247		10,035		10,035		10,035	
Subtotal	38,031		37,819		37,819		37,819	
<b>Community Justice</b>								
Compensation & Benefits	3,382	27.0	3,488	29.0	3,488	29.0	3,488	29.0
Grants & Contributions	1,519		1,519		1,519		1,519	
Other O&M	488		488		488		488	
Subtotal	5,389		5,495		5,495		5,495	
<b>Total</b>	<b>121,690</b>	<b>386.0</b>	<b>125,512</b>	<b>398.0</b>	<b>122,636</b>	<b>398.0</b>	<b>122,600</b>	<b>398.0</b>

## Inuit Employment Plan

<b>Departmental Inuit Employment Targets</b>				
<b>Justice</b>	<b>As of Sept. 30, 2018</b>		<b>As of March 31, 2020</b>	
	<b>Capacity %</b>		<b>Capacity %</b>	
<b>Total Department Positions</b>	<b>386</b>		<b>398</b>	
<b>Total Filled Positions</b>	266	69%	280	70%
<b>Total Vacancies</b>	120	31%	118	30%
<b>Total Inuit</b>	123	46%	131	47%
<b>Total Executive Positions</b>	<b>3</b>		<b>3</b>	
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%
<b>Total Senior-Management Positions</b>	<b>8</b>		<b>8</b>	
Total Filled Senior-Management Positions	7	88%	8	100%
Total Vacant Senior-Management Positions	1	13%	0	0%
Total Inuit in Senior-Management Positions	1	14%	1	13%
<b>Total Middle-Management Positions</b>	<b>26</b>		<b>26</b>	
Total Filled Middle-Management Positions	20	77%	23	88%
Total Vacant Middle-Management Positions	6	23%	3	12%
Total Inuit in Middle-Management Positions	6	30%	6	26%
<b>Total Professional Positions</b>	<b>70</b>		<b>73</b>	
Total Filled Professional Positions	46	66%	48	66%
Total Vacant Professional Positions	24	34%	25	34%
Total Inuit in Professional Positions	12	26%	12	25%
<b>Total Paraprofessional Positions</b>	<b>70</b>		<b>75</b>	
Total Filled Paraprofessional Positions	43	61%	47	63%
Total Vacant Paraprofessional Positions	27	39%	28	37%
Total Inuit in Paraprofessional Positions	22	51%	22	47%
<b>Total Administrative Positions</b>	<b>209</b>		<b>213</b>	
Total Filled Administrative Positions	148	71%	152	71%
Total Vacant Administrative Positions	61	29%	61	29%
Total Inuit in Administrative Positions	81	55%	89	59%

### Capacity

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

As of December 31, 2017, out of a total of 378 positions the Department of Justice is operating at

69% capacity with 117 vacancies. 119 positions are held by Inuit employees – this is 46% of total filled positions. The department is actively seeking ways to increase Inuit employment within the department.

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

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

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

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

## **Inuit Employment Plans**

### **Priorities (2018-19)**

- Increase Department of Justice positions in the communities where Inuit representation is higher.  
*Status: The Department of Justice completed a new Inuit Employment Plan with the assistance of the Department of the Executive and Intergovernmental Affairs, which focusing on actionable items. The Corporate Services division worked with all the department's divisions to recruit and hire more Inuit through restricted competitions and through direct appointments. The Department of Justice also accessed the Inuit Training Travel fund for Inuit staff taking courses/workshops. The department had several Inuit staff taking the Inuit Uqausinginnik Taiguusiliuqtiit (IUT) assessment test to apply for the language incentive program application this year. The department also had an employee complete the Policy Foundations course available only for Inuit. The Department of Justice celebrated Inuit culture by holding several divisional and department-wide Cultural Immersion (IQ) days in the spring and summer. The department also worked with Nunavut Artic College to develop a course proposal for justice-related training so that Nunavummiut and specifically Nunavut Inuit can acquire the education and training for several careers in justice, such as sheriffs, correctional officers, and court staff.*
- Focus on monitoring the departmental IE status, communicating with senior managers to adjust hiring strategies accordingly along with the time being.

*Department of Justice*

***Status:** This is an ongoing effort. This year the department has reached its short term goal for percentage of Inuit employees and increased the overall number of Inuit employees.*

- Use existing hiring procedures to promote Inuit Hiring (for example: Restricted Competitions).

***Status:** This is an ongoing effort. The department has been using Restricted Competitions and selected Direct Appointments where necessary to promote Inuit hiring in the government.*

- Providing both internal and external training and encourage staff to take on job training to improve their credentials.

***Status:** Department of Justice is actively participating in EIA's career broadening project and fully supporting the Inuit staff that showed interest. Training opportunities are forwarded to all managers for consideration of employees.*

- Accessing the Sivuliqtiksats Internship Program for various positions within the divisions.

***Status:** Department of Justice continues encouraging staff taking advantage of this program actively and seeking opportunity to find potential candidates.*

- Encourage all staff, both current and new, to take advantage of the cultural orientation training and Inuktitut in the Workplace language training.

***Status:** This has been an ongoing practice.*

- Promote greater understanding of the Inuit culture, and facilitate the use of Inuit Qaujimagatugangit principles in the workplace.

***Status:** Justice has had several Divisional and department-wide IQ days in the past year. We have an active social committee which works on the IQ days and promotes involvement of employees. Employees are encouraged to participate in various cultural orientation activities and events.*

- Foster initiatives that improve the quality of work life by improving employee perception and encourage quality of work initiatives and flexibilities.

***Status:** Employees who request flex time or adjusted hours of work are given consideration subject to the operational needs of the work-site.*

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

***Status:** Proposal has been submitted with the help of Nunavut Arctic College for Justice Legal Services/Correction Officer program. The proposal is currently waiting for approval of funding.*

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

***Status:** Legal services division works closely with the law program to provide mentorship to students and participates in classroom activities. The department is working to provide summer employment opportunities to students where it is feasible.*

**Priorities (2019-2020)**

- Increase Department of Justice positions in the communities where Inuit representation is higher
- Focus on monitoring the departmental Inuit employment status, communicating with senior managers to adjust hiring strategies accordingly along with the time being.
- Use existing hiring procedures to promote Inuit Hiring (for example: Restricted Competitions).
- 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 Inuktut in the Workplace language training.
- Promote greater understanding of the Inuit culture, and facilitate the use of Inuit Qaujimajatuqangit principles in the workplace.
- Foster initiatives that improve the quality of work life by improving employee perception and encourage quality of work initiatives and flexibilities.
- Work with Nunavut Arctic College and other programming providers to deliver justice careers training for beneficiaries.
- Provide employment opportunities for Inuit students in the Nunavut Arctic College/University of Saskatchewan law program.

**Priorities (2020-2021)**

- Increase Department of Justice positions in the communities where Inuit representation is higher
- Focus on monitoring the departmental Inuit employment status, communicating with senior managers to adjust hiring strategies accordingly along with the time being.
- Use existing hiring procedure to promote Inuit Hiring (for example: Restricted Competitions).
- Providing both internal and external training and encourage staff to take on job training to improve their credentials.
- Accessing the Sivuliqtiksat Internship Program for various positions within the divisions.

### *Department of Justice*

- Encourage all staff, both current and new, to take advantage of the cultural orientation training and Inuktitut in the Workplace language training.
- Promote greater understanding of the Inuit culture, and facilitate the use of Inuit Qaujimajatuqangit principles in the workplace.
- Foster initiatives that improve the quality of work life by improving employee perception and encourage quality of work initiatives and flexibilities.
- Work with Nunavut Arctic College and other programming providers to deliver justice careers training for beneficiaries.
- Provide employment opportunities for Inuit students in the Nunavut Arctic College/University of Saskatchewan law program.

### **Priorities (2021-22)**

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

**Department of  
Culture and Heritage**

**Business  
Plan**

**2019-2022**

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## CORE BUSINESS

	Budget (\$000)			
	2018-19	2019-20	2020-21	2021-22
Directorate	5,275	<b>5,275</b>	5,275	5,275
Official Languages	10,871	<b>12,021</b>	12,021	12,021
Heritage	6,008	<b>5,966</b>	6,025	6,025
Elders and Youth	2,208	<b>2,208</b>	2,208	2,208
Inuit Qaujimagatuqangit	1,335	<b>1,335</b>	1,335	1,335
<b>TOTAL</b>	<b>25,697</b>	<b>26,805</b>	<b>26,864</b>	<b>26,864</b>

### Directorate

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

### Objective

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

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
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<b>Deputy Minister's Office</b>		632	<b>632</b>	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.

<b>Assistant Deputy Minister's Office</b>		322	<b>322</b>	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.

<b>Policy and Planning</b>	831	<b>831</b>	831	831
Policy and Planning coordinates strategic planning and the business planning process and provides leadership in policy development and communications. Policy and Planning also leads in the development of Ministerial briefing materials, coordinates departmental responses to ATIPP requests, assists in legislative initiatives, and oversees departmental records management.				
<b>Corporate Services</b>	1,314	<b>1,314</b>	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.				
<b>Contribution - Taiguusiliuqtiit</b>	2,176	<b>2,176</b>	2,176	2,176
The <i>Inuit Language Protection Act</i> 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.				
<b>Total, Directorate</b>	<b>5,275</b>	<b>5,275</b>	<b>5,275</b>	<b>5,275</b>

**Priorities (2018-19)**

- Provide leadership and support to divisions to ensure that Turaaqtavut priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.  
*Status: The department concluded an implementation plan for Turaaqtavut with specific actions and timelines to advance the priorities Culture and Heritage is responsible for.*
- Strengthen cultural ties between Manitoba and Nunavut through the Manitoba/Nunavut Memorandum of Understanding for Inuit Art and explore programming opportunities for exchanges and joint effort for artists, elders and youth.  
*Status: The department held a collections management workshop at the Winnipeg Art Gallery and will continue to pursue other programming.*
- Engage Nunavut Housing Corporation to develop a method for incorporating Inuit Qaujimajatuqangit (IQ) principles into housing design, particularly in regards to building housing for vulnerable groups, including Elders.  
*Status: The department will continue to provide support when needed.*
- Work with our partners to explore ways to bring heritage collections back to the territory.  
*Status: The department is exploring the option of developing a Nunavut Cultural Centre and is providing support to local community heritage centres towards building capacity to house heritage collections.*
- Hold information sessions in Nunavut communities to promote Culture and Heritage's Grants and Contributions policy.

*Status:* There were booths promoting the Grants and Contribution policy at both the Nunavut Trade Show in Iqaluit and at the Kivalliq Trade Show in Rankin Inlet during September 2018. Culture and Heritage will visit Arctic Bay, Chesterfield Inlet, and Gjoa Haven before fiscal year end.

- Coordinate and promote common approaches to strengthen the foundation for a fully functional, bilingual society in Inuktitut.

*Status:* The department manages and monitors the implementation of Uqausivut 2.0 to ensure departments and agencies are creating the foundation for a bilingual society in Inuktitut.

- Provide oversight of the Uqausivut Plan by coordinating the implementation of the language acts by departments and public agencies, and be a champion and advocate, inside and outside of government, consistent with the spirit and intent of the Acts.

*Status:* The department established terms of references of a senior official committee to oversee the implementation of Uqausivut 2.0 in all focus areas.

- Ensure government programs and services are more effective and relevant through Inuit Qaujimagatuqangit and Inuit Societal Values within legislation and policy by collaborating with government departments and agencies.

*Status:* The department developed the Iviqtippalliajut Framework and will continue to work with departments towards implementation and monitoring.

#### **Priorities (2019-20)**

- Begin negotiations for a new Canada-Nunavut Agreement on French Language Services and the Inuktitut Language.
- Host the Ministerial Conference on the Canadian *Francophonie* in Nunavut.
- Collaborate with the Department of Education to amend those areas of the Inuit Language Protection Act that pertain to education.
- Review, evaluate and update the Grants and Contributions funding programs to meet the needs of Nunavummiut.
- Coordinate and promote common approaches to strengthen the foundation for a fully functional, bilingual society in Inuktitut.
- Develop an Iviqtippalliajut Framework Implementation and Communications Plans.

#### **Priorities (2020-21)**

- Finalize a new Canada-Nunavut Agreement with the Government of Canada on French Language Services and the Inuktitut Language.
- Initiate the planning of new heritage legislation.

- Continue to host and chair a territorial leadership forum to strategically coordinate and promote common approaches to strengthen the foundation for a fully functional, bilingual society in Inuktitut.
- Implementation of the Iviqtipalliajut Framework Implementation and Communications Plans.

### **Priorities (2021-22)**

- Evaluate and monitor the Iviqtipalliajut Framework plans submitted by departments

## **Official Languages**

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

The Branch also oversees the operations of the Translation Bureau, which oversees the provisions of translation and editing services to departments and public agencies.

The Branch is further responsible to promote the vitality of the Inuit and French language in communities in Nunavut, including developing and coordinating policies and programs supporting the revitalization of Inuktitut among youth and communities with concerns of language loss, and strengthening its use among all Nunavummiut.

### **Objectives**

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

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Official Languages Administration</b>		292	292	292	292

Official Languages Administration provides overall direction and planning for the management and delivery of the Branch’s programs and services. Key responsibilities include the development of language regulations and policies, ongoing consultations with territorial institutions and others, maintenance of the Uqausivut Plan, and monitoring government-wide language implementation activities and results.

<b>Translation Bureau</b>	3,439	<b>4,439</b>	4,439	4,439
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Translation Bureau coordinates and provides translation, editing and interpreting services in the Official Languages to departments and public agencies, in accordance with the Translation Policy and guidelines. The Bureau maintains a multilingual translation memory system, and collaborates with other organizations on language development and standardization.

<b>Inuktit Affairs</b>	1,287	<b>1,287</b>	1,287	1,287
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Inuktit Affairs supports the management, implementation and monitoring of Inuit language obligations, programs and services by departments and public agencies. It coordinates policies and programs intended to promote the revitalization and vitality of Inuktit in Nunavut, in accordance with the *Inuit Language Protection Act* and the *Official Languages Act*. It also administers Inuktit language funding programs, and creates public awareness and appreciation about the status, history and diversity of Inuktit, including dialogue with Inuit representatives within and outside of the Territory.

<b>Language Implementation Fund</b>	5,000	<b>5,000</b>	5,000	5,000
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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.

<b>Community Inuit Language Initiatives</b>	563	<b>713</b>	713	713
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Community Inuit Language Initiatives provides grants and contributions that support community-based initiatives that support the development, preservation, use and promotion of Inuktit.

<b>Francophone Affairs</b>	290	<b>290</b>	290	290
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Francophone Affairs supports the management, implementation and monitoring of French language obligations, programs and services by departments and public agencies. It administers French language funding programs, and promotes public awareness about French language obligations and liaises with Francophones in accordance with the provisions of the *Official Languages Act*.

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<b>Total, Official Languages</b>	<b>10,871</b>	<b>12,021</b>	<b>12,021</b>	<b>12,021</b>
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**Priorities (2018-19)**

- Coordinate the development and implementation of Uqausivut Plan through collaboration with departments to advance the language priorities of Turaaqtavut mandate, including measures that support language learning, language of work, language services and language revitalization.  
*Status: Uqausivut 2.0 was tabled on June 4, 2018. It will create the foundation of a bilingual society in Inuktit, along with English or French, in all areas of focus.*
- Host the 2<sup>nd</sup> edition of the Inuugatta Language Conference to celebrate the 10<sup>th</sup> anniversary of the Nunavut *Official Languages Act* and the *Inuit Language Protection Act* and showcase Inuit language initiatives and cultural expressions, and review the vitality of Inuktit today.

*Status: The Inuugatta Inuktuuqta Conference is scheduled to take place in March 2019, coinciding with the International Year of Indigenous Languages, and at the eve of the 20<sup>th</sup> anniversary of the creation of Nunavut as a territory.*

- In collaboration with Statistics Canada, produce a detailed analytical report on the use of Inuktitut and other official languages in Nunavut, including by region, community, identity, age groups, and other variables.

*Status: The department worked with Statistics Canada to produce the analytical report. The findings were presented at the Inuugatta Inuktuuqta Conference.*

- Develop a framework for planning and program development among the three regional Inuit organizations and Nunavut Tunngavik Incorporated to ensure a collaborative, mutually supportive relationship on language issues.

*Status: The department entered into a pilot-project with the Kitikmeot Inuit Association. It is projected it will be expanded to Kivalliq and Qikiqtani in following fiscal year.*

- Revise existing contribution programs to enable multi-year funding that improve stability and continuity of language implementation initiatives for eligible organizations.

*Status: The department has reviewed its grants and contributions policy. It now includes the possibility for multi-year funding projects.*

- Complete the review and evaluation of language promotion programs, and coordinate the planning of *Uqausirmut Quviasuutiqarniq*, Nunavut's celebration of Inuktitut, around the theme of "Inngiusiit/innginnguarusiit" (Inuit songs/chants), as well as the *Uqausittinnik Saqqitiriniq* Award and *Qilaut* Song Writing Contest programs to promote literature and music in Inuktitut.

*Status: The program review and evaluation will be completed by March 2019.*

- Develop a strategic plan with the goal of expanding the quantity and quality of translation services to meet the increased needs of departments and public agencies.

*Status: The Translation Bureau Strategic Plan 2018-2023 is completed. It sets a vision, mission, goals and strategies for the next five-year period in terms of planning, policy and procedures, human resources and communications.*

- In collaboration with the Inuit Uqausinginnik Taiguusiliuqtiit and departments, identify, prioritize and develop specialized terminology that is required for the daily operations, programs and services of departments and public agencies.

*Status: The department worked with the Inuit Uqausinginnik Taiguusiliuqtiit (IUT) and the Department of Education to develop terminology on science and math. The department also collaborated with IUT, along with Education and Nunavut Arctic College, to develop the Inuktitut Spelling Standard Guide.*

### **Priorities (2019-20)**

- During International Year of Indigenous Languages, undertake a communication campaign to promote public awareness and appreciation of the history, use, status, importance and diversity of Inuktitut in Nunavut, and public access to language resources and tools.



- Review and update the Translation Policy and provide clear standards for departments and public agencies to provide their communications and services in the official languages.

### Priorities (2020-21)

- Develop language obligation workshops to increase awareness and build capacity within the territorial public service to communicate with and serve the public in the official languages.
- In collaboration with regional Inuit associations, Nunavut Tunngavik Incorporated and other partners, undertake a communication campaign to prevent language shaming.
- Hold regular language conferences to share regional activities, successes, challenges, best practices and ideas for language revitalization and showcase Inuktitut arts and media by supporting Inuit singers, artists, filmmakers, producers, conferences, on-line campaigns, advertisements and festivals.

### Priorities (2021-22)

- Strengthen links between culture, language and music by supporting opportunities for young and emerging Inuit musicians and performing artists.
- Support the advancement and development of media and technology opportunities to increase cultural and educational programming 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)	2018-19	2019-20	2020-21	2021-22
<b>Heritage Administration</b>		1,933	<b>1,819</b>	1,819	1,819

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.

<b>Culture and Heritage Initiatives</b>	2,208	<b>2,058</b>	2,058	2,058
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Heritage provides grant and contribution funding that supports the Arts, Heritage, Heritage Facilities, Toponymy, Community Libraries, Cultural Communications, Archaeology and Palaeontology Research Support and Heritage Centre Core Funding.

<b>Archaeology Program</b>	375	<b>375</b>	375	375
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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.

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

<b>Heritage Collections</b>	-	<b>222</b>	281	281
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The Heritage Collections program is dedicated to the curatorial management, conservation operations and program delivery for Nunavut’s extensive heritage collection. The heritage collection includes types in archives, ethnography, paleontology, archaeology, natural history and the fine arts. It is also to provide opportunities to showcase Inuit culture, traditions and history throughout Nunavut, nationally and internationally.

<b>Toponymy Program</b>	151	<b>151</b>	151	151
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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.

<b>Nunavut Public Library Services Administration</b>	1,133	<b>1,133</b>	1,133	1,133
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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.

<b>Total, Heritage</b>	<b>6,008</b>	<b>5,966</b>	<b>6,025</b>	<b>6,025</b>
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**Priorities (2018-19)**

- Complete Official Place names for Arctic Bay.  
*Status: Completed by March 2019 with over 850 changes to Official Place names.*
- Complete printmaking and embroidery workshop in the Kivalliq Region.  
*Status: A printmaking and embroidery workshop was completed by the department in Baker Lake in partnership with the Winnipeg Art Gallery and the Jesse Oonark Centre.*
- Complete digitization of the GN’s Inuit Fine Art Collection.  
*Status: Completed by March 2019, with over 8000 pieces digitized.*
- Continue working with partners on the Franklin Expedition Research Project.  
*Status: The department completed the land based archaeology portion of this year’s fieldwork related to the Franklin project. The main find was the location of some of Franklin’s officers’ graves.*

**Priorities (2019-20)**

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

**Priorities (2020-21)**

- Complete Official Place names for Baker Lake.
- Increase the access to technology and digital services in community libraries.

**Priorities (2021-22)**

- Develop an internship program in conjunction with Inuit Heritage Trust for collections management
- Complete place names for Pangnirtung.

## Elders and Youth

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

### Objectives

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

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

### Priorities (2018-19)

- Research genealogy and place names when holding workshops in the communities.  
*Status: The department will continue to identify opportunities to engage youth and elders on genealogy and place names.*

- Develop and deliver a program to preserve traditional and modern way of hunting foxes and publish a booklet combining these methods.  
*Status: This information has been gathered and the publication is currently being translated.*
- Document and publish traditional knowledge, customs and terminology about dog teams.  
*Status: Culture and Heritage started the initial phases of documentation through research and workshops.*

### **Priorities (2019-20)**

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

### **Priorities (2020-21)**

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

### **Priorities (2021-22)**

- Develop and deliver drum dancing, chanting and throat singing workshops for the Kivalliq Region.
- Hold a women tool making workshop.

## **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 Katimajit, 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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>
<b>Inuit Qaujimajatuqangit</b>		935	<b>935</b>	935	935
The Inuit Qaujimajatuqangit Division takes the lead on coordinating Inuit Qaujimajatuqangit and Inuit Societal Value approaches across the government. This division also provides administrative support to the Inuit Qaujimajatuqangit Katimajiit and chairs the interdepartmental Tuttarviit committee.					
<b>Inuit Societal Values Initiatives</b>		400	<b>400</b>	400	400
Under the Inuit Qaujimajatuqangit Branch, the department provides contributions that support Inuit Societal Values.					
<b>Total, Inuit Qaujimajatuqangit</b>		<b>1,335</b>	<b>1,335</b>	<b>1,335</b>	<b>1,335</b>

### **Priorities (2018-19)**

- Coordinate the development and begin the implementation of Iviqtippalliajut Framework.  
*Status: The Framework was completed and tabled in the 2nd Session of the 5th Legislative Assembly of Nunavut; work is underway across all departments towards implementation planning.*
- Support government departments and agencies to ensure programs and services are more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation and policy by collaborating with government departments and agencies.  
*Status: The department continues to provide advice and direction on both legislative proposals and policy development.*
- Provide support resources to departments in implementing Inuit Qaujimajatuqangit in their programs, services and daily workplace.  
*Status: As a part of the implementation of Iviqtippalliajut Framework resources have been developed to assist departments in implementing Inuit Qaujimajatuqangit.*
- Publish a book on Inuit Maligangit with information collected by the Inuit Qaujimajatuqangit Katimajiit.  
*Status: Completed; research was conducted in consultation with the Inuit Qaujimajatuqangit Katimajiit, and the book will be published in March 2019.*
- Conduct a local pilot program where Inuit Qaujimajatuqangit Katimajiit members can be available as a resource on Inuit Qaujimajatuqangit to government.  
*Status: Completed Aug. 21-23/18, Inuit Qaujimajatuqangit Katimajiit members were part of Inuit Qaujimajatuqangit Knowledge & Sharing gathering with Piruqatigiit Resource Centre on Fatal Alcohol Spectrum Disorder and Inuit Qaujimajatuqangit.*

**Priorities (2019-20)**

- Host the Inuit Qaujimajatuqangit summit for the 20<sup>th</sup> anniversary of Nunavut.
- Deliver in-service sessions for government employees on Inuit Qaujimajatuqangit Customary Laws.
- As a part of the implementation of Iviqtippalliajut; streamline the roles of the Iviqtippalliajut coordinators within the departments, and review and implement changes to the Terms of Reference of the Tuttarviit committee.
- Identify and prioritize objectives for Iviqtippalliajut through annual workplans for each departments and public agencies.

**Priorities (2020-21)**

- Continue providing government-wide support and resources as the central coordinating division for the implementation of Iviqtippalliajut.
- Begin monitoring and evaluating government wide progress on Iviqtippalliajut implementation by tracking departments and public agencies through the Iviqtippalliajut annual workplans.

**Priorities (2021-22)**

- Iviqtippalliajut coordinators/Tuttarviit Retreat.
- Communication workshop – storytelling, to learn how to promote Inuit Qaujimajatuqangit at different levels.
- Inuit Qaujimajatuqangit members to hold Inuit Qaujimajatuqangit cultural sessions.

## Financial Summary

Branch	2018 - 2019		2019 - 2020		2020 - 2021		2021-2022	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>Directorate</b>								
Compensation & Benefits	2,554	28.0	2,523	28.0	2,523	28.0	2,523	28.0
Grants & Contributions	2,176		2,176		2,176		2,176	
Other O&M	545		576		576		576	
Subtotal	5,275		5,275		5,275		5,275	
<b>Official Languages</b>								
Compensation & Benefits	5,796	37.0	6,289	41.0	6,289	41.0	6,289	41.0
Grants & Contributions	1,613		1,778		1,778		1,778	
Other O&M	3,462		3,954		3,954		3,954	
Subtotal	10,871		12,021		12,021		12,021	
<b>Heritage</b>								
Compensation & Benefits	1,952	14.8	2,174	16.8	2,174	16.8	2,174	16.8
Grants & Contributions	2,208		2,058		2,058		2,058	
Other O&M	1,848		1,734		1,793		1,793	
Subtotal	6,008		5,966		6,025		6,025	
<b>Elders and Youth</b>								
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	
<b>Inuit Qaujimagatugangit</b>								
Compensation & Benefits	642	4.0	642	4.0	642	4.0	642	4.0
Grants & Contributions	400		400		400		400	
Other O&M	293		293		293		293	
Subtotal	1,335		1,335		1,335		1,335	
<b>Total</b>	<b>25,697</b>	<b>91.8</b>	<b>26,805</b>	<b>97.8</b>	<b>26,864</b>	<b>97.8</b>	<b>26,864</b>	<b>97.8</b>



## Inuit Employment Plan

<b>Departmental Inuit Employment Targets</b>				
<b>Culture and Heritage</b>	<b>As of Sept. 30, 2018</b>		<b>As of March 31, 2020</b>	
	<b>Capacity %</b>		<b>Capacity %</b>	
<b>Total Department Positions</b>	<b>91.8</b>		<b>97.8</b>	
Total Filled Positions	70.8	77%	71.8	73%
Total Vacancies	21	23%	26	27%
<b>Total Inuit</b>	<b>57</b>	<b>81%</b>	<b>59</b>	<b>82%</b>
<b>Total Executive Positions</b>	<b>2</b>		<b>2</b>	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	2	100%	2	100%
<b>Total Senior-Management Positions</b>	<b>7</b>		<b>7</b>	
Total Filled Senior-Management Positions	6	86%	6	86%
Total Vacant Senior-Management Positions	1	14%	1	14%
Total Inuit in Senior-Management Positions	4	67%	5	83%
<b>Total Middle-Management Positions</b>	<b>13</b>		<b>14</b>	
Total Filled Middle-Management Positions	10	77%	11	79%
Total Vacant Middle-Management Positions	3	23%	3	21%
Total Inuit in Middle-Management Positions	7	70%	8	73%
<b>Total Professional Positions</b>	<b>44</b>		<b>47</b>	
Total Filled Professional Positions	34	77%	31	66%
Total Vacant Professional Positions	10	23%	16	34%
Total Inuit in Professional Positions	29	85%	26	84%
<b>Total Paraprofessional Positions</b>	<b>8</b>		<b>9</b>	
Total Filled Paraprofessional Positions	5	63%	7	78%
Total Vacant Paraprofessional Positions	3	38%	2	22%
Total Inuit in Paraprofessional Positions	3	60%	4	57%
<b>Total Administrative Positions</b>	<b>17.8</b>		<b>18.8</b>	
Total Filled Administrative Positions	13.8	78%	14.8	79%
Total Vacant Administrative Positions	4	22%	4	21%
Total Inuit in Administrative Positions	12	87%	14	95%

## **Capacity**

As of September 30, 2018, the Department of Culture and Heritage was operating at 81% capacity with 21 vacancies. There were a 77% of filled positions held by Inuit employees. The department is actively seeking ways to fill positions and to achieve a representative level of Inuit employment as identified in the Nunavut Agreement.

The actions taken to improve the department's overall capacity include hiring 8 Nunavut Inuit. It includes:

- 6 positions filled through competitions Restricted to Nunavut Inuit only, where 3 of these competitions were also advertised as a fixed job offer if a Nunavut Inuk was unsuccessful.
- 1 position filled whereas the job description had a language requirement specific for a Nunavut Inuk.
- 1 position filled through a non-competitive inter-departmental transfer assignment to fulfill an operational requirement need.

There was 1 position filled by a Nunavut Inuk who returned from a secondment which increased the department's Inuit employment. It was previously reported as vacant during the secondment.

## **Inuit Employment Plans**

The Department of Culture and Heritage has placed an 81% Inuit employment target for March 31, 2020 as shown on the summary chart, with operating at 78% capacity with 20 vacancies.

To reach the previous Inuit employment target of 80%, the department had developed and implemented an internal mechanism that includes:

- Review of job descriptions to remove over inflated requirements such as education, work experience, and language.
- Consideration of internal hires before competitive job actions such as transfer assignments and direct appointments.
- Restrictions on job competitions to Nunavut Inuit only, offering fixed job offers to non-Nunavut Inuit, restricting to local hire and to current Government of Nunavut employees.

The results achieved include hiring 1 non-Nunavut Inuk. It includes:

- 1 position filled by a non-Nunavut Inuk for a 3-year term to fulfill an operational requirement need. The competition was initially advertised as Restricted to Nunavut Inuit only however, the competition was unsuccessful. The position was re-advertised as

Restricted to Nunavut Inuit and offered as a term to a non-Nunavut Inuk if unsuccessful to hire a Nunavut Inuk.

The actions to be taken in order to achieve the new Inuit employment target of 81% include:

- Continuing the review of job descriptions to remove over inflated requirements such as education, work experience, and language.
- Obtaining resumés and review for hire as relief workers to the students in the Interpreter/Translator Program within the Nunavut Arctic College.
- Collaborating with educational institutions to expose high school and post-secondary students for career opportunities in specialized programs such as interpretation/translation, heritage, policy and program research professions, or language revitalization field.
- Identifying and providing professional development opportunities for interpreter staff to learn more about translation terminology in different fields and learn how to use new computer software and translator tools to increase efficiencies.

#### **Priorities 2018-2019**

- Develop an internal mechanism to increase Inuit employment by considering *Restricted to Nunavut Inuit* job competitions on vacancies and by offering fixed-term job offers to non-Inuit in every job action request to allow Inuit the opportunity to fill the positions subsequent to the fixed-term.

*Status: Completed. There were six (6) other conditions added onto the internal checklist. This mechanism is required before deputy head approval of any job action. It has been in use since April 2018.*

- Maximize the work experience for Inuit students in the Interpreter/Translator Program with the Nunavut Arctic College.

*Status: Ongoing. The current challenge that the department is facing in hiring college students as relief workers is competing with other departments, agencies, and Inuit Organizations. In the meantime, the department will continue to support Nunavut Arctic College's Interpreter/Translator Program in Iqaluit by providing the opportunity for students to carry out their practicum placement at our Translation Bureau office.*

#### **Priorities 2019-2020**

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

**Priorities 2020-2021**

- Conduct outreach of students for pre-employment training as future career opportunities in the department.

**Priorities 2021-2022**

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

# **Department of Education**

# **Business Plan**

**2019-2022**

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## CORE BUSINESS

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

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

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

The following descriptions are overviews of departmental activity that include nine lines of business:

	<b>Budget (\$000)</b>			
	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
Directorate	3,872	<b>3,998</b>	3,998	3,998
Policy and Planning	2,527	<b>2,687</b>	2,687	2,687
Corporate Services	4,973	<b>4,793</b>	4,793	4,793
Early Learning and Child Care	6,342	<b>6,180</b>	6,180	6,180
Curriculum, Resources and Éducation en français	7,487	<b>7,641</b>	7,641	7,641
Student Achievement	4,095	<b>4,687</b>	4,687	4,687
K-12 School Operations	169,004	<b>171,380</b>	175,268	175,268
Educator Development	10,616	<b>9,951</b>	10,041	10,041
Advanced Education	4,102	<b>3,841</b>	3,841	3,841
<b>TOTAL</b>	<b>213,018</b>	<b>215,158</b>	<b>219,136</b>	<b>219,136</b>

## Directorate

Directorate includes the Deputy Minister, Assistant Deputy Minister, and the 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)	2018-19	2019-20	2020-21	2021-22
<b>Directorate</b>		1,026	<b>1,053</b>	1,053	1,053
Directorate is responsible for the overall operation of the department and recommends goals, objectives and standards to the Minister. Directorate is ultimately responsible for the provision of strategic direction for the department, as well as ensuring that the government mandate and Ministerial direction are implemented faithfully.					
<b>Communications</b>		499	<b>610</b>	610	610
Communications is responsible for broad communications advice and support across the department and promotes an integrated corporate approach; providing strategic communications counsel to the Minister, Deputy Minister and divisional leads. Communications is responsible for all media relations and translation requests 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 and social media management.					
<b>Partner Relations</b>		1,682	<b>1,670</b>	1,670	1,670
Partner Relations is responsible for maintaining interdepartmental, intergovernmental (Federal/Provincial/Territorial), academic, Inuit organization, and business relationships; providing administrative support to the Elders Advisory Committee, the Coalition of Nunavut District Education Authorities and the Commission scolaire francophone du Nunavut; providing support for community engagement; developing and managing agreements that support formal					

relationships between partners; developing partner communications; and providing professional administrator development.

<b>Coalition of Nunavut DEAs</b>	665	<b>665</b>	665	665
Provides contribution funding to the Coalition of Nunavut District Education Authorities to work on behalf of District Education Authorities and to support District Education Authorities.				
<b>Total, Directorate</b>	<b>3,872</b>	<b>3,998</b>	<b>3,998</b>	<b>3,998</b>

**Priorities (2018-2019)**

- Provide leadership and support to divisions to ensure that Turaaqtavut priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.  
*Status: Provided leadership at bi-annual Senior Management Committee meetings to ensure that department priorities aligned with those outlined in Turaaqtavut.*
- Provide oversight on a strategy that will enable affordable and accessible daycare in all communities.  
*Status: Provided oversight to the Early Learning and Child Care division to ensure delivery of programs and funding to communities to increase the accessibility and affordability of daycare.*
- Provide oversight in the development of the legislative proposal and support for the consultation on amendments to the *Education Act*.  
*Status: Provided oversight and direction in the successful completion of the Legislative proposal and conduct of consultations. It is anticipated that the consultations on the Education Act will be done as of March 31, 2019.*
- Provide support to the coming into force of any amendments in the current Education legislation  
*Status: The coming into force of any Education Act amendments will happen after the legislative process regarding the Education Act is completed. It is anticipated that the Education Act will be introduced in the Legislative Assembly for debate by spring 2019.*
- Provide oversight on the development of a multi-year strategic plan to guide the efforts of the department to support the government mandate, follow its priorities, and meet its objectives.  
*Status: The department developed a draft multi-year strategic plan identifying ongoing priorities and emergent opportunities that align with the government’s mandate.*
- Plan and introduce a new Family Engagement Awareness campaign linked to a new policy on student attendance and engagement.  
*Status: It is anticipated that this campaign will still be in the planning phase as of March 31, 2019. Phase 1 of the Family Engagement campaign is planned to be launched for the start of the 2019-2020 school year.*

## *Department of Education*

- Introduce a new communications campaign to promote teaching and other education occupations for Inuit and to support Inuktitut.  
*Status: It is anticipated that this campaign will be in the planning phase as of March 31, 2019. Phase 1 of the campaign is planned to be launched for the start of the 2019-2020 school year.*
- Continue to promote the Elders Advisory Committee as a resource of expertise for department-wide operations, focusing on approaches that will allow department projects, programs and initiatives to draw from the expertise and guidance of the Elders.  
*Status: It is anticipated that the department will host an Elders' Advisory Committee meeting in January 2019 as a follow up to the August 2018 meeting. The focus will be on Family and Community Engagement.*
- Based on review and evaluation and feedback revise where required online training modules for District Education Authority members and District Education Authority Office Managers.  
*Status: The Department projects that by March 31, 2019, a new unit will be added to the DEA Members Roles and Responsibilities module to reflect changes to the Nunavut Elections Act. The Department anticipates small updates to the DEA Office Managers Financial Management e-module to improve usability to be completed by March 31, 2019.*
- Continue to implement a department-wide communications strategy with a focus on informing and engaging with key education stakeholders.  
*Status: It is anticipated that the department-wide communications strategy will continue to be developed as of March 31, 2019. The strategy will incorporate elements that have been discussed during the Senior Management Conference from May 2018.*

### **Priorities (2019-2020)**

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

### **Priorities (2020-2021)**

- Evaluate the Family Engagement public awareness campaign and consider ways to update its key messages.
- Develop and implement a communications plan to support consultation on the replacement of the *Child Day Care Act*.
- Review and evaluate the effectiveness, and continue to implement the communications campaign to promote teaching and other education occupations for Inuit and to support Inuktitut.
- Launch the District Education Authority / Commission scolaire francophone du Nunavut manual in all official languages.

### **Priorities (2021-2022)**

- Provide oversight on the implementation of a multi-year strategic plan to guide the efforts of the department to support the government mandate, follow its priorities, and meet its objectives.
- Review and evaluate the effectiveness of departmental initiatives related to Inuit educator recruitment, training, and retention.
- Review and evaluate the effectiveness of departmental initiatives related to the departmental Inuit Employment Plan.
- Review and evaluate the effectiveness of the communications campaign to promote teaching and other education occupations for Inuit and to support Inuktitut.
- Continue to implement a department-wide communications strategy with a focus on informing and engaging with key education stakeholders.
- Review and evaluation of the effectiveness of the Family Engagement Awareness campaign and begin planning for new campaign for 2022-2025.
- Based on review and evaluation and feedback revise where required online training modules for District Education Authority members and District Education Authority Office Managers.

### **Policy and Planning**

Policy and Planning is responsible for coordinating policy and legislation development as well as meeting departmental obligations under the *Access to Information and Protection of Privacy Act* (ATIPP), and overseeing actions to assess and respond to access to information requests. The division coordinates the preparation of information for the Minister and Deputy Minister to represent the department within the government, the territory, nationally and internationally. This

division also leads the department’s strategic and business planning including the development and management of an accountability framework; the oversight of a comprehensive framework for evaluating programs; setting and monitoring performance measurements and targets; and managing an integrated risk management strategy.

### Objectives

- To support and facilitate the collection, analysis, and reporting of general education and department-specific statistics and key performance indicators.
- To ensure that department policies and procedures are developed, consulted upon, approved and maintained so that they meet the needs of learners, the department and partner organizations.
- To ensure that legislation is properly interpreted and appropriately implemented, and that those acts and regulations under the responsibility of the department are maintained and updated to reflect the needs of Nunavummiut.

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
<b>Policy Development</b>		872	<b>1,058</b>	1,058	1,058
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.					
<b>Legislation</b>		362	<b>359</b>	359	359
This unit maintains departmental expertise on the various acts and regulations that are the department’s responsibility and provides advice to department staff and partners on that legislation including: the <i>Education Act</i> , <i>Child Day Care Act</i> , <i>Universities and Degree Granting Institutions Act</i> , and <i>Nunavut Arctic College Act</i> . This unit also leads effective research into legislation development, and reviews and updates legislation to meet the needs of Nunavummiut.					
<b>Planning, Reporting and Evaluation</b>		710	<b>700</b>	700	700
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.					
<b>Sivummuakpaallirutiksat</b>		420	<b>420</b>	420	420
The Inuit Employee Education Leave Program provides Inuit employees with an opportunity to develop professionally and advance in their careers to develop a workforce that is representative of the population it serves. The program assists the department to achieve its Inuit employment goals, by granting leave to Inuit employees working in schools to pursue full-time post-secondary studies for a predetermined time at a recognized university, college, vocational, professional or technical institute approved by the department.					

**IQ/Inuit Employment Coordinator**      163                      **150**                      150                      150

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

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**Total, Policy and Planning**                      **2,527**                      **2,687**                      **2,687**                      **2,687**

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**Priorities (2018-2019)**

- Continue work to develop regulations for the *Education Act*, specifically focusing on Education Staff Regulations and Student Record Regulations.  
*Status: Work on the Education Staff Regulations has commenced and is at consultation stage. Preliminary research work on Student Regulations best practices and policy intentions document has begun. Expected completion of developing both regulations is spring 2019.*
- Develop a legislative proposal to amend the *Education Act*, as well as collaborate with Culture and Heritage to amend those areas of the *Inuit Language Protection Act* that pertain to K-12 education.  
*Status: The legislative proposal has been completed. The department in collaboration with Culture and Heritage and other partners is conducting community and stakeholders consultations on the legislative proposals across Nunavut.*
- Support drafting of a multi-year strategic plan to guide the efforts of the department to support the government mandate, follow its priorities, and meet its objectives.  
*Status: Work on the multi-year strategic plan has begun, and the strategic planning process is expected to be finalized by summer 2019. The Department is undertaking an environmental scan, and needs assessment across all Nunavut communities to inform the strategic planning process.*
- Continue to review and develop the new departmental standards of service and standard operating procedures.  
*Status: The department has started establishing new departmental standards of service and is reviewing standard operation procedures to ensure they align with the new organizational structure.*
- Finalize and implement the development of a renewed departmental Inuit Employment Plan and the action items found within.  
*Status: The department has finalized and is implementing various initiatives within the Inuit Employment Plan such as targeting and supporting Inuit employees by utilizing programs like the department's Sivummuakpaallirutiksat Education Leave Program.*
- Design and implement monitoring and evaluation frameworks for the education program planning and the school improvement planning processes.  
*Status: A working group was established and has begun the process of evaluating frameworks for the education program planning (EPP). Resources to undertake the*

*evaluation of the school improvement planning process will be allocated to this project in winter 2019.*

**Priorities (2019-2020)**

- Continue work to develop regulations for the *Education Act*, specifically focusing on Home Schooling regulations.
- Begin to implement a multi-year strategic plan to guide the efforts of the department to support the government mandate, follow its priorities and meet its objectives.
- Monitor progress related to implementing Inuit Employment Plan and specifically the action items found within.
- Continue to design and implement key performance indicators and reporting mechanisms for divisional programs and services.

**Priorities (2020-2021)**

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

**Priorities (2021-2022)**

- Continue implementing a multi-year strategic plan to guide the efforts of the department to support the government mandate, follow its priorities and meet its objectives.
- Continue to monitor progress related to implementing Inuit Employment Plan and specifically the action items found within.
- Review the implementation of key performance indicators and reporting mechanisms for divisional programs and services.
- Review and update Child Day Care Act regulations to align with the amended legislation.



## 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)	2018-19	2019-20	2020-21	2021-22
<b>Director's Office</b>		836	<b>606</b>	606	606
The budget provides for the infrastructure to oversee the Corporate Services division.					
<b>Financial Management</b>		1,004	<b>1,021</b>	1,021	1,021
This unit is responsible for managing overall department budget and expenditure controls; providing financial planning and administration for the department; safeguarding assets, preparing and issuing financial reports and providing advice.					
<b>Human Resource Management</b>		352	<b>375</b>	375	375
This unit provides expertise to the department's senior management team with the respect to Government of Nunavut hiring practices, employee relations, casual and substitute staffing, and leave and attendance.					
<b>Information Systems</b>		2,095	<b>2,098</b>	2,098	2,098
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.					

<b>Health and Safety</b>	430	<b>434</b>	434	434
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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.

<b>Capital Planning</b>	256	<b>259</b>	259	259
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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.

<b>Total, Corporate Services</b>	<b>4,973</b>	<b>4,793</b>	<b>4,793</b>	<b>4,793</b>
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**Priorities (2018-2019)**

- Monitor the department’s Occupational Health and Safety (OHS) Policy and ensure enforcement of new safety reporting requirements.  
*Status: The department continued to monitor reporting requirements and initiated planning for the implementation of a real-time database to store, monitor and retrieve OHS documents, reports, inspections, and supporting OHS resources.*
- Complete the review of student-educator ratio funding formulas.  
*Status: The consultation was completed in August 2018. Based on stakeholder feedback, the formula was finalized and it is anticipated that testing will take place in fall 2019.*
- Continue to provide the necessary hardware and administrative supports to allow more schools to develop capacity for video conferencing and distance learning.  
*Status: Video conferencing equipment will be installed in twenty Nunavut schools by March 2019. It is anticipated that consultations and planning for distance learning will start in spring 2018-19.*
- Continue to implement a Human Resource and Teacher Certification database to increase the accuracy and reporting capacity of the department.  
*Status: Consultation with stakeholders will be completed by spring 2019 and it is anticipated that implementation will start in summer 2019.*
- Begin the development of a long-term strategic plan for information technology in schools.  
*Status: Consultation with stakeholders took place throughout 2018-19 and it is anticipated that consultations will continue in 2019-20, and the development of the strategic plan will begin in fall 2019.*
- Work with Government of Nunavut departments and agencies to determine options to invest in infrastructure to enhance accessibility and affordability to early child care facilities and resources.

*Status: A review of a cost/viability analysis regarding full-day kindergarten was completed. The department is now pursuing options identified in the analysis.*

**Priorities (2019-2020)**

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

**Priorities (2020-2021)**

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

**Priorities (2021-2022)**

- Continue to develop safety programming for schools, department offices, and facilities.
- Continue phasing in a long-term strategic plan for information technology in schools.
- Continue to promote and provide barrier free, accessible, and inclusive education spaces.
- Maintain aging infrastructure and planning around facility life cycle requirements.
- Evaluate and address schools’ capacity for video conferencing and distance learning.
- Continue to implement phases of long-term strategic plan for information technology in schools.

## Early Learning and Child Care

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

### Objectives

- To provide strategic guidance and advice relating to increasing the affordability and accessibility of child care in Nunavut.
- To support early childhood programs and services for children from birth to age six and for licensed out-of-school programs for children up to age 12, specifically special needs children.
- To promote quality care and education for children by licensing, inspecting, and providing guidance and support to all licensed child care facilities under the *Child Day Care Act*.
- To provide support to all early childhood programs by offering workshops and training opportunities for parents, early childhood educators, and staff.
- To provide support to early childhood programs and parents by developing language and culturally appropriate resources.

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
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<b>Director's Office</b>		438	<b>368</b>	368	368
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The budget provides for the staffing infrastructure to oversee the Early Learning and Child Care division.

<b>Early Childhood Resources</b>		686	<b>694</b>	694	694
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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.

<b>Early Childhood Development and Administration</b>		990	<b>890</b>	890	890
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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

The Healthy Children Initiative provides funding for communities to develop or enhance programs and services for prenatal children to age six, and their families. The Healthy Children Initiative provides funding through two streams. The first is Community Initiatives, which provides funding for the enhancement or development of early childhood programs and services. The second program is Supportive Services, which provides funding on an individual basis for children requiring intensive support or specific assistance.

**Day Care Grants and Contributions** 2,150 **2,150** 2,150 2,150

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

**Young Parents Stay Learning** 170 **170** 170 170

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

**Early Childhood Education Inuit Language and Culture Funding** 1,000 **1,000** 1,000 1,000

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.

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**Total, Early Learning and Child Care** **6,342** **6,180** **6,180** **6,180**

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**Priorities (2018-2019)**

- Support department efforts in creating a strategy that will enable affordable and accessible daycare in all communities.  
*Status: Programs and funding have been made available to communities to increase the accessibility and affordability of daycare.*
- Develop an early childhood development strategy specifically aimed at families who are not accessing early childhood programs.  
*Status: Work on an early childhood development strategy has begun and it is anticipated that it will continue into 2019-20 and work on the development of the strategy is expected to be finished by December 2019.*
- Develop a Nunavut Early Learning and Child Care Framework and action plan to guide policy development as well as program and service design and delivery decisions.

*Status:* A draft Nunavut Early Learning and Child Care Framework will be completed by March 31, 2019. It is anticipated that development of the action plan will be completed by September 2019.

- Continue the development of language and culturally based standardized program resources including: themed activity kits, books, training videos, music, play rugs, posters, vocabulary label stickers, puppets, dolls, and physical manipulatives.

*Status:* Program resources will be distributed to licensed early child care facilities by March 2019.

- Plan and offer a territory-wide training workshop for child care facility staff to provide information on best practices, opportunities to collaborate, and financial literacy training.

*Status:* Territory-wide training sessions on best practices were offered August 24-26, 2018 to all territorial child care facility staff, and financial literacy training was offered to all child care managers August 27-28, 2018.

### **Priorities (2019-2020)**

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

### **Priorities (2020-2021)**

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

**Priorities (2021-2022)**

- Continue to implement the Nunavut Early Learning and Child Care Framework and action plan to guide policy development as well as program and service design and delivery decisions.
- Continue the development of language and culturally based standardized program resources for families and early childhood programs and services.
- Continue to implement and monitor the early childhood development strategy specifically aimed at families who are not accessing early childhood programs.
- Conduct consultations and draft legislation to replace the *Child Day Care Act*.

**Curriculum, Resources, and Éducation en français**

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

**Objectives**

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

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Curriculum Development</b>		3,023	<b>3,047</b>	3,047	3,047

Curriculum Development is responsible for management of the department’s curriculum including regular review and replacement, when necessary. Additionally, it is responsible for ensuring that all schools have access to and are using the appropriate curriculum for each of

Nunavut’s curriculum strands and programs of study for all grades and stages of development. This division is also responsible, through the *Education Act* and the *Inuit Language Protection Act*, for ensuring that Nunavut Education Program promotes Inuit culture and languages.

<b>Resource Services</b>	3,709	<b>3,731</b>	3,731	3,731
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Resource Services is responsible for the creation, publication and distribution of teaching resources and learning materials and other operational resources as approved by the Minister, ensuring these resources align with and support the curricular outcomes outlined in approved curriculum. The division is responsible for the management of funding for Inuit Language Implementation to ensure materials are developed and made available in all Nunavut’s official languages per the *Education Act* and *Inuit Language Protection Act*. The division is also responsible for inventory and supply chain management of teaching and learning resources, including copyright management, and the digitizing and archiving of educational materials.

<b>Éducation en français</b>	755	<b>863</b>	863	863
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Éducation en français is responsible for the provision of services to the francophone community as required under the *Canadian Charter of Rights and Freedoms*, which recognizes the status of the francophone minority. This division supports the French language curriculum, projects, and programs in French as a first language and as an additional language pursuant to the Department of Education’s obligations under the *Official Languages Act* of Nunavut and the *Official Languages Act of Canada*.

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<b>Total, Curriculum, Resources and Éducation en français</b>	<b>7,487</b>	<b>7,641</b>	<b>7,641</b>	<b>7,641</b>
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**Priorities (2018-2019)**

- Launch the curriculum and resource database on the department website to display approved curriculum for Nunavut schools and make associated teaching and learning resources available to support that curriculum.  
*Status: The curriculum and resource database was launched in May 2018 and additional resources were added to the database throughout the 2018-19 fiscal year.*
- Continue development and implementation of Inuktitut and Inuinnaqtun resources for Nunavut’s Literacy Framework K-12, including classroom supports, phonics programs, alternative publication formats, and teacher resources to strengthen the foundations for a fully functional bilingual society.  
*Status: Additional resources to support the Inuktitut Titiqqiriniq literacy program were developed, including books and magazines up to Level 18 (Inuktitut) and Level 8 (Inuinnaqtun) and associated teacher resources (in-service videos, book studies, additional phonics resources).*
- Work with other divisions to ensure quality schooling and improve student outcomes, particularly as they pertain to Inuktitut instruction.



*Status:* As part of the curriculum development process, staff met with the Student Achievement division, Inuit educators and Inuit Uqausinginnik Taiguusiliuqtiit to create draft illustrative examples and writing exemplars specific to language arts instruction.

- Develop a recommendation in relation to Alberta's curriculum renewal in order to determine if any or all of their programs of study should be adopted for use in Nunavut.  
*Status:* Staff participated in 3 core subject working groups as part of the Alberta curriculum renewal process. Staff completed a review of draft Kindergarten to Grade 4 Alberta curriculum outcomes outlining the benefits, risks, and implications of Nunavut's continued use of Alberta curriculum. The department will make a recommendation by March 2019.
- Begin implementation of an Uqausiliriniq language curriculum development plan to support Nunavut's language of instruction models.  
*Status:* The Uqausiliriniq language development plan was developed in May 2018 and is in the implementation stage. The Inuktit Language Arts K-6 first language curriculum was completed. A draft Inuktit Language Arts K-3 transitional curriculum was developed and it is anticipated that it will be completed by fall 2019.
- Update Health curriculum to ensure it sufficiently addresses the social-emotional needs of children.  
*Status:* It is anticipated that updates to the Health curriculum around social-emotional learning will be considered as part of the Alberta curriculum renewal recommendation to be completed by March 2019.
- Digitize and catalogue legacy materials on various media.  
*Status:* The work to collate and digitize legacy media is underway, and is expected to continue into 2019-20 for inclusion on the curriculum and resource database.

### **Priorities (2019-2020)**

- Maintain the curriculum and resource database on the department website to display approved curriculum and resources for Nunavut schools.
- Continue development of additional resources required to support Nunavut's Literacy Framework K-12 including classroom supports, phonics programs, alternative publication formats, and teacher resources in Inuktitut and Inuinnaqtun.
- Develop Inuktitut and Inuinnaqtun terminology specific to education that includes the needs of all curriculum areas to ensure that resources can be created in Inuktitut.
- Implement Health curriculum to ensure it sufficiently addresses the social-emotional needs of children and help to establish a whole school health framework that leads to self-reliance.
- Develop a recommendation in relation to Alberta's curriculum renewal in order to determine if any or all of their programs of study should be adopted for use in Nunavut.
- Develop a multi-year work plan for Nunavut Core curriculum (math, science, language arts, social studies, career and technology studies, culture and heritage as well as fine and

traditional arts) and establish clear transition pathways that support graduation entrance requirements for post-secondary training leading to the world of work.

- Continue to implement an Uqausiliriniq language curriculum development plan to fully support Nunavut's language of instruction models.

**Priorities (2020-2021)**

- Continue development of additional resources required to support literacy, including classroom supports, phonics programs, alternative publication formats, and teacher resources in Inuktitut and Inuinnaqtun.
- Continue the development of Inuktitut and Inuinnaqtun terminology specific to education that includes the needs of all curriculum areas to ensure that resources can be created in Inuktitut.
- Explore graduation pathway options and graduation requirements to expand the choices available for students to exit secondary school and enter the work force or post-secondary institutions.
- Review and refurbish Career and Curriculum Program Plans (CPP) at grade 6-9. Develop curriculum that results in students learning about themselves, their interests, abilities and skills, builds upon career awareness, goal setting and planning in a way that clearly defines career and work pathways to graduation and post-secondary education.
- Continue to implement an Uqausiliriniq language curriculum development plan to fully support Nunavut's language of instruction models.

**Priorities (2021-2022)**

- Continue the development of Inuktitut and Inuinnaqtun resources in a variety of subject areas and grade levels to support Nunavut's Literacy Framework K-12, including student learning materials, teacher resources, and classroom supports to strengthen the bilingual education program.
- Continue the development of Inuktitut and Inuinnaqtun terminology specific to education that includes the needs of all curriculum areas to ensure that resources can be created in Inuktitut.
- Continue to implement the Language Development plan and the language curriculum that is necessary to fully support the language of instruction models (grade 7-12).
- Continue to develop curriculum across strands that fully supports a functional bilingual, multi-lingual society.
- Implement Career Planning and Program Planning (CPP) at grades 6-9, and review/refresh at grades 10-12.

- Develop new, adopted and adapted curriculum that assists students to form a clear pathway to post-secondary education, apprenticeship and meaningful employment.
- Develop and or adapt curriculum that focuses on global competencies, Inuit Qaujimagatuqangit principles, and supports bilingual education.

## Student Achievement

Student Achievement is responsible for overall student support and assessment. The division is responsible for overseeing the development of student assessment and reporting policies, procedures and standards; designing, developing, implementing and evaluating assessment tools; and for student records and registration. The division is responsible for implementing inclusive schooling in Nunavut through the development of policies, procedures and standards to enhance staff skills and knowledge, and to provide education support services. Student Achievement is also responsible for overseeing home schooling 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 implement inclusive schooling in Nunavut through the provision of education support services and through the development of policies, procedures and standards to enhance staff skills and knowledge.
- To oversee home schooling and provide health and wellness guidance and supports to ensure schools are safe and welcoming environments.
- To collect, record and analyze information that drives the decision making of the department in relation to student learning outcomes.

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
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<b>Director's Office</b>		191	<b>738</b>	738	738
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The budget provides for the staffing infrastructure to oversee the Student Achievement division.

<b>Student Assessment</b>		1,272	<b>1,197</b>	1,197	1,197
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Student Achievement is responsible for overseeing the development of assessment and reporting policies as well as procedures and standards, and designing, developing, implementing, administering and evaluating assessment tools. It is also responsible for keeping and managing complete and accurate records of student information.

<b>Student Support</b>		1,249	<b>1,309</b>	1,309	1,309
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Student Achievement is responsible for supporting inclusive schooling in Nunavut through the development of policies, procedures and standards to enhance staff skills and knowledge, and to

provide education support services. The unit is also responsible for overseeing home schooling and for the provision of health and wellness guidance and supports to ensure schools are safe and welcoming environments.

**Inclusive Education** 1,383 **1,443** 1,443 1,443

Student Achievement is responsible for the provision of education support services for Nunavut students that may be required to enable them to access the Education Program. Supports may range from the provision of assistive technology required for use in the classroom, to diagnostic assessment, and the provision of specialized services and supports.

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**Total, Student Achievement** **4,095** **4,687** **4,687** **4,687**

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### Priorities (2018-2019)

- Begin to implement the Nunavut Assessment, Evaluation and Reporting Policy, Assessment Framework Kindergarten to Grade 12, and associated action plan to enhance teaching, learning, and communication about student achievement in all schools.  
*Status: The Department is currently incorporating consultation feedback from stakeholders and anticipates implementing this framework in the 2019-20 school year.*
- Develop a student attendance and engagement policy.  
*Status: The department is conducting a jurisdictional scan and a first draft of the policy will be ready for consultation with stakeholders by December 31, 2018. The department anticipates beginning to implement this policy in the 2019-20 school year.*
- Develop a draft Inclusive Education Framework and action plan to coordinate the work associated with responding to the external Inclusive Education review recommendations.  
*Status: The department is drafting the framework and action plan. The department anticipates beginning to implement the framework and action plan in the 2019-20 school year.*
- Ensure traditional knowledge is reflected in the development of safe schools and communities and begin to research models for whole-school health and wellness for the enhanced social wellbeing of students.  
*Status: The consultation for the Safe and Caring Schools Framework is in progress seeking input from educators from across Nunavut. A consultation with all ilinniarvimmi inuusilirijiit will be completed in November 2018. It is anticipated that the work on this project will continue into the next fiscal year, 2019-2020*
- Support student social-emotional learning and development.  
*Status: The department will complete consultation with ilinniarvimmi inuusilirijiit on the Power Series, a mental health promotion program developed specifically for Nunavut's students in Kindergarten to Grade 8 by March 2019. The Department has published the Ilinniarvimmi Inuusilirijiit Handbook and the Nunavut Group Process Guide to support counselors. It is anticipated that training and on-going support will be delivered to ilinniarvimmi inuusilirijiit and teachers on social-emotional learning/mental health*

*promotion programs: Northern Zones and Mindmasters, Respect Education Program, and Be Safe! program, all of which have been adapted for Nunavut schools.*

**Priorities (2019-2020)**

- Begin to implement the Nunavut Assessment, Evaluation and Reporting Policy and Framework K-12.
- Complete consultations for, and draft, an Assessment, Evaluation and Reporting Handbook.
- Implement the Nunavut Student Attendance and Engagement Policy.
- Develop Education Act Regulations specifically focused on Student Record Regulations and complete the Nunavut Student Records Information Management Directive.
- Begin to implement an Inclusive Education Framework and action plan that will respond to the external Inclusive Education review recommendations.
- Complete the Draft Nunavut Inclusive Education Handbook.
- Continue to expand and evaluate the Education Support Services Program to better support the success in learning of all school-aged Nunavummiut.
- Finalize a Safe and Caring Schools Framework and action plan that will support the social-emotional development of Nunavummiut and include recommendations for a model or models for use in Nunavut schools for whole-school health and wellness reflecting traditional knowledge for the enhanced social wellbeing of students.
- Begin to explore options for an early years assessment for Inuktitut Language Arts in relation to the new Inuktitut Language Arts K-6 (first language) curriculum.

**Priorities (2020-2021)**

- Continue to implement the Nunavut Assessment, Evaluation and Reporting Policy and Assessment Framework K-12.
- Field-test an early years assessment for Inuktitut Language Arts in relation to the Inuktitut Language Arts K-6 (first language) curriculum.
- Continue implementing an Inclusive Education Framework and action plan that responds to the external Inclusive Education review recommendations.
- Begin to implement a Safe and Caring Schools Framework and action plan that will support the social-emotional development of Nunavummiut and recommends a model or models for use in Nunavut schools for whole-school health and wellness reflecting traditional knowledge for the enhanced social wellbeing of students.

## *Department of Education*

- Finalize and implement the Nunavut Assessment, Evaluation and Reporting Handbook.
- Finalize and implement the Inclusive Education Handbook.
- Continue to expand and evaluate the Education Support Services Program to better support the success in learning of all school-aged Nunavummiut.
- Implement the Education Act Regulations specifically focused on Student Record Regulations and complete the Nunavut Student Records Information Management Directive.
- Update the Nunavut Student Information System to align with the revised Student Record Regulations.

### **Priorities (2021-2022)**

- Complete the implementation of the Nunavut Assessment, Evaluation and Reporting Policy and Assessment Framework K-12.
- Implement the Nunavut Assessment, Evaluation and Reporting Handbook.
- Complete the implementation of the Inclusive Education Framework and action plan.
- Continue to expand and evaluate the Education Support Services Program to better support the success in learning of all school-aged Nunavummiut.
- Continue to update and maintain the Nunavut Student Information System to remain updated as well as aligned with the revised Student Record Regulations.
- Continue to implement a Safe and Caring Schools Framework and action plan that will support the social-emotional development of Nunavummiut and recommends a model or models for use in Nunavut schools for whole-school health and wellness reflecting traditional knowledge for the enhanced social wellbeing of students.
- Finalize and implement an early years assessment for Inuktitut Language Arts in relation to the Inuktitut Language Arts Kindergarten to Grade 6 (first language) curriculum.

### **Kindergarten to Grade 12 School Operations**

K-12 School Operations are the regional offices of the Department of Education responsible for supervising and supporting the delivery of Nunavut's Education Program in schools across the territory. Regional School Operations/Commission scolaire francophone du Nunavut offices located in Kugluktuk, Baker Lake, Pond Inlet and Iqaluit are responsible for the day-to-day operation of schools, supervision of school staff, operational liaison with District Education Authorities, and overseeing the delivery of the Education Program and educational services for

Kindergarten to Grade 12. These offices provide direct support to schools through supervision and support to principals, teachers and other school staff to ensure that high-quality instructional, assessment and student support practices are occurring as required by the Minister. These offices are also responsible for hiring, relocating, supervising and performance management of school employees.

### Objectives

- To 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 Kindergarten to Grade 12 as directed by the Minister.
- To support schools in hiring, relocation and other human resource supports.

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
<b>Kindergarten-Grade 12 Instruction</b>		144,150	<b>145,613</b>	149,357	149,357
Provides support to schools across Nunavut for the delivery of the Education Program for Kindergarten to Grade 12. This support covers compensation and benefits and other operations and maintenance costs related to the delivery of the Kindergarten to Grade 12 program.					
<b>Support to District Education Authorities</b>		12,364	<b>12,582</b>	12,726	12,726
Provide and manage contribution funding to District Education Authorities / Commission scolaire francophone du Nunavut for administration, resources and delivery of community-based educational programming in schools.					
<b>School Operations – Regional</b>		12,229	<b>12,928</b>	12,928	12,928
Three Regional School Operations offices provide services and support to District Education Authorities, school staff, and administrators relating to human resources.					
<b>Commission scolaire francophone du Nunavut</b>		261	<b>257</b>	257	257
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.					
<b>Total, K-12 School Operations</b>		<b>169,004</b>	<b>171,380</b>	<b>175,268</b>	<b>175,268</b>

### **Priorities (2018-2019)**

- Continue to support the development of safe schools and communities.  
*Status: Regional School Operations in partnership with stakeholders (Red Cross, Embrace Life Council, WCSS, Inter-Divisional liaisons and others) are collaborating to ensure that supports are in place over the various needs of Nunavut Schools. Regular teleconferences addressing the development and support of safe school practices and policies are continuing.*
- Continue to support, monitor, and advise on effective instructional practices, assessment practices, and student support practices within Nunavut schools.  
*Status: Superintendent and Director school visits have been conducted to monitor effective instructional and assessment practices. The Regional School Operations are working with department partners and contractors and identified key educators to contribute to the assessment framework and literacy practices. Regional School Operations staff supported principals with implementation of the Professional Development frameworks.*
- Continue to support attendance and engagement programs, working closely with District Education Authorities.  
*Status: The department worked with District Education Authorities to ensure policy development contributed to community engagement and improved school attendance. The department monitored attendance and enrolment statistics for Nunavut schools for 2018 and 2019 school year.*
- Continue to monitor the implementation progress and success of the Nunavut Literacy Framework Kindergarten to Grade 12 and action plan.  
*Status: It is anticipated that a draft Superintendent Literacy Instructional Practice checklist will be implemented by March 31, 2019 to support and monitor effective literacy practices.*
- Ensure consistency and quality in curriculum delivery across Nunavut to enable student success, not only in Nunavut, but in any Canadian jurisdiction.  
*Status: A review of school Education Program Plans and amendments required is currently happening and is anticipated to be completed by March 31, 2019.*
- Continue efforts to staff schools with qualified educators and support staff.  
*Status: Staffing across the territory was a challenge in 2018 – 2019. A number of schools in Nunavut are not fully staffed and in some are lacking administrators.*
- Support the department's Inuit employment efforts, particularly relating to bilingual education.  
*Status: The Regional School Operations continue to implement initiatives that support the Inuit Employment Plan such as the Sivuliqtiksat and Sivummuakpaallirutiksat programs administered by the Departments of Executive and Intergovernmental Affairs and Education respectively.*

### **Priorities (2019-2020)**

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



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

**Priorities (2020-2021)**

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

**Priorities (2021-2022)**

- Continue to support the development of safe schools and communities.
- Continue to support, monitor, and advise on effective instructional practices, assessment practices, and student support practices within Nunavut schools.
- Continue to support attendance and engagement programs, working closely with District Education Authorities.

- Continue to monitor the implementation progress and success of the Nunavut Literacy Framework K-12 and action plan.
- Ensure consistency and quality in curriculum delivery across Nunavut to enable student success, not only in Nunavut, but in any Canadian jurisdiction.
- Continue efforts to staff schools with qualified educators and support staff.
- Continue to 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 teachers.

### Objectives

- To design and deliver a professional development framework for employees in Nunavut’s school system including professional standards, and ongoing assessment, training and development to meet the needs of educators and support staff.
- To coordinate with Government of Nunavut Departments, Divisions and contractors to respond to the needs of Nunavut’s school-based employees by providing training and professional development opportunities that will support high-quality 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)	2018-19	2019-20	2020-21	2021-22
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### Program Implementation

#### and Training

6,770

**6,108**

6,108

6,108

Program Implementation and Training provides a variety of training and supports targeted to school-based employees in all occupations in order to ensure that they are adequately supported, informed and equipped to deliver the Education Program to students, and provides assistance where required. This includes: supports for new employees such as orientation and mentorship, the delivery of critical information to school staff through various mechanisms ranging from online learning to in-services and conferences, and the design and delivery of various programs to support school staff to be as effective as possible.

<b>Teacher Certification</b>	321	<b>318</b>	318	318
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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.

<b>Teacher Professional Development</b>	3,525	<b>3,525</b>	3,615	3,615
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Based on a contractual agreement with the Nunavut Teachers' Association, a contribution agreement provides funding administered by a joint committee comprised of members of the Nunavut Teachers' Association and officials from the department. The Nunavut Teachers' Association and individual members utilize this funding for self- and group-directed professional development opportunities.

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<b>Total, Educator Development</b>	<b>10,616</b>	<b>9,951</b>	<b>10,041</b>	<b>10,041</b>
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**Priorities (2018-2019)**

- Begin to develop and implement a new educator recruitment strategy to address teacher shortages and to support Inuit employment targets.  
*Status: Work has begun on the development and implementation of a five-year educator recruitment and retention strategy to address teacher shortages and to support Inuit employment targets. It is anticipated that the first phase of implementation will begin as of March 31, 2019 during the recruitment period from the start of the 2019-2020 school year.*
- Continue to implement the Professional Development Framework for Teachers and Language Specialists including professional standards, self-reflection, and professional development plan tools.  
*Status: An updated version of the Professional Development Framework for Classroom Teachers was presented to school leaders in September 2018 and it is anticipated that full implementation will be completed by the end of the 2018-19 school year.*
- Begin to implement the Professional Development Frameworks for School Leaders, Learning Coaches, and Student Support Teachers.  
*Status: The Professional Development Frameworks for Learning Coaches, Student Support Teachers, and School Leaders were introduced to school leaders in September 2018 for initial implementation in the 2018-19 school year.*
- Launch a comprehensive department training plan and calendar to ensure all employees and stakeholders are aware of training opportunities and the dates they will occur.  
*Status: A draft Educator Development Training Plan was developed in May 2018 and distributed to schools in October 2018. It is anticipated that information regarding training opportunities for school staff will be publicly available during the 2018/2019 school year.*
- Continue to develop standardized orientation materials for new educators in their communities, as well as residential school awareness training.

***Status:** School leaders and other department staff participated in an Indigenous Cultural Competency (ICC) workshop co-facilitated by the Quality of Life Secretariat in September 2018. It is anticipated that additional opportunities to present this workshop will continue throughout the 2018-19 school year.*

- Provide targeted in-service training to schools focusing on supporting the introduction of the department's various new frameworks and action plans.

***Status:** The annual Nunavut School Leaders Conference was held in September 2018, focusing on Indigenous cultural competencies, professional development frameworks, mental health fitness supports, and teacher recruitment. An Inuktitut Titiqqiriniq Conference will be held in Cambridge Bay in January 2019 to support Inuktitut literacy instruction, the Nunavut Literacy Framework and the Literacy Framework Action Plan.*

- Continue to offer and modify the Certificate of Educational Leadership in Nunavut program to meet the needs of principals and aspiring principals.

***Status:** The Certificate of Educational Leadership in Nunavut program will be reconfigured in January 2019 to better align with the Professional Development Framework for School Leaders. Courses were delivered in English and Inuktitut in July 2018 and another one will happen in February 2019.*

#### **Priorities (2019-2020)**

- Continue to deliver the five-year educator recruitment and retention strategy to address teacher shortages and to support Inuit employment targets.
- Continue to implement the Professional Development Frameworks for the Nunavut educator community through formulation of training plans based upon the submissions of Professional Development Plans (PDP) from educators.
- Use the department training plan and calendar to ensure all employees and stakeholders are provided with training opportunities on an annual basis and are aware of those training opportunities and the dates they will occur.
- Continue to provide targeted in-service training to schools focusing on supporting the introduction of the department's various new frameworks and action plans.
- Continue to offer and modify the Certificate of Educational Leadership (CELN) in Nunavut program to meet the needs of principals and aspiring principals in both English and Inuktitut.
- Evaluate the first year of the five-year educator recruitment and retention strategy and consider ways to improve ways to recruit and retain educators as developing and promoting Inuit teachers.
- Plan and implement distance learning options for Nunavut Inuit educators who wish to augment their professional and leadership qualifications.

### **Priorities (2020-2021)**

- Monitor and evaluate the five-year educator recruitment and retention strategy to ensure it is effectively addressing teacher shortages and to support Inuit employment targets.
- Continue to provide targeted in-service training to schools focusing on supporting the introduction of the department's various new frameworks and action plans.
- Ensure that employees are provided with opportunities to collaborate online using a professional learning community platform.
- Evaluate the second year of the five-year educator recruitment and retention strategy and consider ways to adjust improve ways to recruit and retain educators as developing and promoting Inuit teachers.

### **Priorities (2021-2022)**

- Continue to deliver the five-year educator recruitment and retention strategy to address teacher shortages and to support Inuit employment targets.
- Evaluate the third year of the five-year educator recruitment and retention strategy and consider ways to adjust and improve ways to recruit and retain educators as developing and promoting Inuit teachers.

## **Advanced Education**

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

### **Objectives**

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

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Director's Office</b>		500	<b>275</b>	275	275
The budget provides for the staffing infrastructure to oversee the Advanced Education division.					
<b>Adult Program Monitoring and Evaluation</b>		303	<b>258</b>	258	258
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.					
<b>Adult Literacy and Basic Education</b>		390	<b>389</b>	389	389
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.					
<b>General Education Development</b>		4	<b>4</b>	4	4
The General Educational Development (GED®) test is an option available to adult learners seeking to upgrade their education levels for employability purposes. This is a recognized certification to support adults to continue their education at and beyond the high school level.					
<b>Adult Programs (Pathway to Adult Secondary School)</b>		<b>393</b>	<b>403</b>	403	403
Pathway to Adult Secondary School (PASS) is the Nunavut Mature High School Graduation Diploma, which allows those who did not complete high school to obtain their matriculation. Tailored to individual adult learner needs and incorporating recognition for prior learning, this program allows adults to receive the Nunavut High School Diploma, which is accepted across Canada.					
<b>Pre-Employment Training</b>		2,512	<b>2,512</b>	2,512	2,512
This provides funding to support the development and delivery of educator training programs that are linked with the department's Inuit Employment Plan, Article 23 of the <i>Nunavut Land Claims Agreement</i> , and bilingual education requirements. This includes funding to support the enhancement of the Nunavut Teacher Education Program, as well as new programs under development for other school-based occupations such as the Student Support Assistant Certificate.					
<b>Total, Advanced Education</b>		<b>4,102</b>	<b>3,841</b>	<b>3,841</b>	<b>3,841</b>

### **Priorities (2018-2019)**

- Develop a strategy to engage Inuit men who may benefit from the Pathway to Adult Secondary School program.  
*Status: Work on this initiative has been delayed due to staffing capacity. Research has begun and it is anticipated that the department will undertake work on a draft strategy by March 2019.*
- In collaboration with the Department of Family Services, determine the types of adult education and training that should be prioritized in accordance with the Nunavut Adult Learning Strategy.  
*Status: It is anticipated that the Nunavut Adult Learning Strategy (NALS) review will be finished by March 2019 and the results shared with the key stakeholders. This report and its recommendations will guide the division's work to facilitate the implementation of NALS, and to collaborate with Family Services regarding the types of adult education and training that should be prioritized.*
- In collaboration with Nunavut Arctic College, offer the Student Support Assistant Certificate Program to existing student support assistants employed by the department.  
*Status: The development of this program has been delayed due to staffing capacity. During the current fiscal year, the division will assist Nunavut Arctic College in seeking support for education program development through the university partnership project. The development of this program will be moved to the 2019-20 fiscal year.*
- In collaboration with Nunavut Arctic College, continue to pursue the Joint Venture/Partnership option to ensure more Nunavummiut have access to post-secondary school options in the territory.  
*Status: The Selection Committee, comprised of representatives from the Department of Education, Nunavut Arctic College, and Nunavut Tunngavik Inc., has identified a university partner. It is anticipated that the Nunavut Arctic College will have a draft Memorandum of Understanding with the partner university by March 2019.*
- Conduct a program review of the Pathway to Adult Secondary School program to identify areas of success and areas requiring improvement.  
*Status: A program review was undertaken in collaboration with Nunavut Arctic College. It is anticipated that the program review report will be complete by March 2019.*

### **Priorities (2019-2020)**

- Develop a strategy to engage Inuit men who may benefit from the Pathway to Adult Secondary School program.
- In collaboration with Nunavut Arctic College, develop the Student Support Assistant Certificate Program to be delivered to existing student support assistants employed by the department.

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- In collaboration with Nunavut Arctic College, explore other training programs, such as a diploma in Inuktitut language teaching, that are targeted at increasing Inuit representation in schools across all school-based occupations
- In collaboration with the Department of Family Services and guided by the recommendations of the Nunavut Adult Learning Strategy review, develop a plan for implementing the Nunavut Adult Learning Strategy.
- Establish policies and procedures that enhance the Pathway to Adult Secondary School graduation program based on the results of the review.
- In collaboration with Nunavut Arctic College, continue to work on revising the Nunavut Teacher Education Program and establishing education programs that ladder into each other and that meet the needs of the department.

### **Priorities (2020-2021)**

- Implement the strategy to engage Inuit men who may benefit from the Pathway to Adult Secondary School program and monitor progress.
- In collaboration with Nunavut Arctic College, explore the possibility of partnering with an institution to offer a Master of Education in Administration in order to support Inuit employees to become principals.
- In collaboration with Nunavut Arctic College, work to offer an Inuktitut language teaching diploma in order to support the department's Inuit employment goals.
- In collaboration with the Department of Family Services, implement the plan for the Nunavut Adult Learning Strategy.
- In collaboration with Nunavut Arctic College and Family Services, explore options for supporting adult learners' transition to post-secondary studies.

### **Priorities (2021-2022)**

- Continue to implement the strategy to engage Inuit men who may benefit from the Pathway to Adult Secondary School program and monitor and evaluate progress.
- In collaboration with the Department of Family Services, continue to implement the plan for the Nunavut Adult Learning Strategy.
- In collaboration with Nunavut Arctic College, work to offer a Master of Education in Administration in order to support the department's Inuit employment goals.



## Financial Summary

Branch	2018 - 2019		2019 - 2020		2020 - 2021		2021 - 2022	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYS	\$000	PYS	\$000	PYS	\$000	PYS
<b>Directorate</b>								
Compensation & Benefits	1,768	14.0	1,796	14.0	1,796	14.0	1,796	14.0
Grants & Contributions	665		665		665		665	
Other O&M	1,439		1,537		1,537		1,537	
Subtotal	3,872		3,998		3,998		3,998	
<b>Policy and Planning</b>								
Compensation & Benefits	1,534	14.0	1,644	14.0	1,644	14.0	1,644	14.0
Grants & Contributions	-		-		-		-	
Other O&M	993		1,043		1,043		1,043	
Subtotal	2,527		2,687		2,687		2,687	
<b>Corporate Services</b>								
Compensation & Benefits	3,231	29.0	3,287	29.0	3,287	29.0	3,287	29.0
Grants & Contributions	85		85		85		85	
Other O&M	1,657		1,421		1,421		1,421	
Subtotal	4,973		4,793		4,793		4,793	
<b>Early Learning and Child Care</b>								
Compensation & Benefits	1,154	10.0	1,178	10.0	1,178	10.0	1,178	10.0
Grants & Contributions	4,278		4,278		4,278		4,278	
Other O&M	910		724		724		724	
Subtotal	6,342		6,180		6,180		6,180	
<b>Curriculum, Resources, and Éducation en français</b>								
Compensation & Benefits	3,731	33.0	3,946	33.0	3,946	33.0	3,946	33.0
Grants & Contributions	-		-		-		-	
Other O&M	3,756		3,695		3,695		3,695	
Subtotal	7,487		7,641		7,641		7,641	
<b>Student Achievement</b>								
Compensation & Benefits	1,753	15.0	1,758	15.0	1,758	15.0	1,758	15.0
Grants & Contributions	-		535		535		535	
Other O&M	2,342		2,394		2,394		2,394	
Subtotal	4,095		4,687		4,687		4,687	
<b>K-12 School Operations</b>								
Compensation & Benefits	148,981	1,180.3	150,451	1,182.3	154,195	1,182.3	154,195	1,182.3
Grants & Contributions	12,966		13,882		14,026		14,026	
Other O&M	7,057		7,047		7,047		7,047	
Subtotal	169,004		171,380		175,268		175,268	

Department of Education

<b>Educator Development</b>								
Compensation & Benefits	2,533	22.0	2,583	22.0	2,583	22.0	2,583	22.0
Grants & Contributions	4,342		3,825		3,915		3,915	
Other O&M	3,741		3,543		3,543		3,543	
Subtotal	10,616		9,951		10,041		10,041	
<b>Advanced Education</b>								
Compensation & Benefits	826	7.0	839	7.0	839	7.0	839	7.0
Grants & Contributions	2,687		2,687		2,687		2,687	
Other O&M	589		315		315		315	
Subtotal	4,102		3,841		3,841		3,841	
<b>Total</b>	<b>213,018</b>	<b>1,324.3</b>	<b>215,158</b>	<b>1,326.3</b>	<b>219,136</b>	<b>1,326.3</b>	<b>219,136</b>	<b>1,326.3</b>

**Inuit Employment Plan (2019-2022)**

<b>Departmental Inuit Employment Targets</b>				
<b>Education</b>	<b>As of Sept. 30, 2018</b>		<b>As of March 31, 2020</b>	
	<b>Capacity %</b>		<b>Capacity %</b>	
<b>Total Department Positions</b>	<b>1327.71</b>		<b>1326.26</b>	
<b>Total Filled Positions</b>	1129.22	85%	1197.41	90%
<b>Total Vacancies</b>	198.49	15%	128.85	10%
<b>Total Inuit</b>	557.97	49%	643.53	54%
<b>Total Executive Positions</b>	<b>2</b>		<b>2</b>	
Total Filled Executive Positions	1	50%	2	100%
Total Vacant Executive Positions	1	50%	0	0%
Total Inuit in Executive Positions	1	100%	1	50%
<b>Total Senior-Management Positions</b>	<b>20</b>		<b>20</b>	
Total Filled Senior-Management Positions	17	85%	20	100%
Total Vacant Senior-Management Positions	3	15%	0	0%
Total Inuit in Senior-Management Positions	0	0%	3	15%
<b>Total Middle-Management Positions</b>	<b>74</b>		<b>74</b>	
Total Filled Middle-Management Positions	63	85%	67	91%
Total Vacant Middle-Management Positions	11	15%	7	9%
Total Inuit in Middle-Management Positions	14	22%	18	27%
<b>Total Professional Positions</b>	<b>750.5</b>		<b>750</b>	
Total Filled Professional Positions	658	88%	676	90%
Total Vacant Professional Positions	92.5	12%	74	10%
Total Inuit in Professional Positions	186	28%	202	30%
<b>Total Paraprofessional Positions</b>	<b>170.5</b>		<b>170.5</b>	
Total Filled Paraprofessional Positions	137	80%	153.5	90%
Total Vacant Paraprofessional Positions	33.5	20%	17	10%
Total Inuit in Paraprofessional Positions	120.5	88%	148.5	97%
<b>Total Administrative Positions</b>	<b>310.71</b>		<b>309.76</b>	
Total Filled Administrative Positions	253.22	81%	278.91	90%
Total Vacant Administrative Positions	57.49	19%	30.85	10%
Total Inuit in Administrative Positions	236.47	93%	271.03	97%

**Capacity**

The Department of Education is focused on improving existing Inuit staff capacity. The department is in the final phase of re-alignment, which is anticipated for completion in the 2018-2019 fiscal year. Many of the vacancies created by this organizational shift are now in the process of being filled.

As part of the re-alignment, the department has seen several initiatives started that are meant to support Inuit employees to progress to increasingly responsible or technical positions. Two such initiatives include the establishment of the Sivummuakpaallirutiksat Education Leave program, which is intended to provide an opportunity to Inuit to take education leave to develop professionally in their current roles, and advance in their careers within schools. The review of the Staff Certification Regulations ensures that Nunavut's teacher certification framework supports the goals of the Department's Inuit Employment Plan and the career development and/or progression of Inuit school staff.

The newly created Inuit Qaujimajatuqangit / Inuit Employment Coordinator position has started working with the various divisions in the department to raise awareness of programs available within the department and across the Government of Nunavut, and assist them to take advantage of programs available to our employees. This position, along with the Planning, Reporting, and Evaluation unit, is responsible for continually monitoring department actions and progress in the area of Inuit employment, and ensuring that important consideration is given to it at all times.

The Department of Education is focused on initiatives that provide support to employees who are hired by the department to work in schools including design and delivery of a professional development framework and programs for employees in Nunavut's school system. These include 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; certification and standards for educators.

The Inuit Employment Plan will remain a central document to inform and guide our activities in increasing the number of Inuit employed in the department. In the document, the department outlines short, medium and long term initiatives and projected outcomes aimed at increasing the number of Inuit educators and administrators in the department.

## **Inuit Employment Plan**

### **Priorities (2018-2019)**

- Continue to adapt and modify the Certificate of Educational Leadership in Nunavut (CELN) program to ensure that it prioritizes Inuit educators and meets their specific needs, such as offering the Certificate of Educational Leadership in Nunavut program in Inuktitut.  
*Status: This project is well established and highly effective. The fourth CELN Inuktitut course is scheduled in February 2019 during school break. Since it was established in 2011-2012, the number of Nunavut Inuit participants was 34 and so far there have been 40 graduates.*
- Continue to partner with Nunavut Arctic College to design a Student Support Assistant Certificate Program that can be delivered to meet the professional development needs of existing student support assistants.  
*Status: Student Achievement is implementing programs for Student Support Assistants in partnership with Nunavut Arctic College, the development of this program has been delayed due to staffing capacity. During the current fiscal year, the Department of Education will assist Nunavut Arctic College in seeking support for education program development*

*through the university partnership project. The development of this program will be moved to the 2019-2020 fiscal year.*

- Continue to actively support and focus on the needs of Nunavut's bilingual Inuit educators, particularly those who teach Inuktitut, by providing new curriculum, resources, and training supports to assist them to successfully implement the department's literacy initiative.  
*Status: This initiative is in progress. The department is working to improve literacy outcomes for Nunavut students by implementing a balanced literacy initiative. The department has developed guided reading programs in Inuktitut and is implementing them by 2018 and 2019.*
- Continue to provide funding to Nunavut Arctic College to deliver Community Teacher Education Programs and work to improve the reporting on those programs.  
*Status: The contribution agreement for the 2018-2019 academic year has been approved. The Advanced Education division is reviewing the reporting requirements for this funding and will be working on revising the program reporting for next fiscal year in order to improve data tracking.*
- Continue to develop, deliver, and hone orientation materials and cross-cultural competencies training to ensure all new employees are familiar with the history and impacts of residential schooling.  
*Status: The Indigenous Cultural Competency (ICC) course has been identified as an essential component to the orientation of new staff, principals, and teachers. Plans are currently being made by Educator Development, in cooperation with the Quality of Life Division of the Department of Health, examining opportunities to implement this course Nunavut-wide. Recently the ICC was provided as a mandatory course at the Nunavut-wide Principals' conference in September of 2018.*
- Monitor the progress of the Professional Development Framework project to ensure it takes into account Inuit Qaujimajatuqangit, as well as the needs of Nunavut communities for each occupation group targeted.  
*Status: This Accountability is well established and continuing. The Professional Development Framework has been completed to implement training and the Professional Development of Teachers and Language Specialists; Student Support Teachers, Learning Coaches and School Leaders. These frameworks include professional standards, self-reflection, and professional development plan tools with the Inuit Qaujimajatuqangit principles as the foundation.*
- Monitor and report on whether the newly-established positions created to support Inuit employment as part of the department's re-alignment are being filled by Inuit.  
*Status: The Inuit Qaujimajatuqangit/Inuit Employment Coordinator has started working with divisions of the Department of Education to identify efforts being made to hire Nunavut Inuit into existing and new positions created by the re-alignment.*
- Approve the revised department Inuit Employment Plan with short-, medium- and long-term targets and supporting actions.

***Status:** The Department of Education Inuit Employment Plan is in the process of approval. The department has started implementing and monitoring initiatives to meet the short, medium and long term targets of Inuit employment, and supporting all actions to increase the number of Inuit educators and administrators in the department.*

- Utilize staffing mechanisms such as restricted competitions.  
***Status:** Since April 2018 Department of Education has identified about 32 positions to be classified for restricted competitions for Inuit employment. The competitions are being advertised on a continuous basis. The department also uses direct appointments where qualified candidates exist.*
- Target superintendent of schools positions to increase representation in senior management category by utilizing the Sivuliqtiksatsat internship program.  
***Status:** The Department of Education has appointed one Nunavut Inuk to the position of Superintendent of Schools in 2018.*
- Continue to fund programs that focus on promotion and recruitment for education occupations as a career of choice and of the importance for the protection and preservation of Inuit culture and language.  
***Status:** The department has started to develop and implementing a new educator recruitment and retention strategy to ensure the public, teaching profession and all Nunavut Inuit are aware of employment opportunities.*
- Improve the departmental website for educators and prospective educators by enhancing the quality of information regarding the types of jobs available within the education system, required certification, and possible career pathways.  
***Status:** The Department of Education has established a website providing information on 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.*
- Incorporate Inuit employment goals in performance management goals for senior managers.  
***Status:** This priority is anticipated to be implemented in spring 2019.*
- Research new mentorship and on-the-job training opportunities aimed at increasing the number of Inuit vice-principals and principals.  
***Status:** This initiative is under development and the research is expected to begin in spring 2019. It will complement the Certificate of Educational Leadership in Nunavut program, in Inuktitut and English, to meet the needs of principals and aspiring principals.*

### **Priorities (2019-2020)**

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

- Continue to partner with Nunavut Arctic College to deliver a Student Support Assistant Certificate Program that can be delivered to meet the professional development needs of existing student support assistants.
- Continue to actively support and focus on the needs of Nunavut's bilingual Inuit educators, particularly those who teach Inuktitut, by providing new curriculum, resources, and training supports to assist them to successfully implement the department's literacy initiative.
- Continue to provide funding to Nunavut Arctic College to deliver Community Teacher Education Programs and work to improve the reporting on those programs.
- Continue to develop, deliver, and hone orientation materials and cross-cultural competencies training to ensure all new employees are familiar with the history and impacts of residential schooling.
- Monitor the progress of the Professional Development Framework project to ensure it takes into account Inuit Qaujimagatuqangit, as well as the needs of Nunavut communities for each occupation group targeted.
- Target superintendent of schools positions to increase representation in senior management category by utilizing the Sivuliqtiksatsat internship program.
- Continue to fund programs that focus on promotion and recruitment for education occupations as a career of choice and of the importance for the protection and preservation of Inuit culture and language.
- Continue to use Inuit employment goals in performance management goals for senior managers.
- Commence research into establishing a new language assistant position for schools which would support language instruction in Inuktitut and language model implementation.
- Implement new mentorship and on-the-job training opportunities aimed at increasing the number of Inuit vice-principals and principals.
- Implement the Sivummuakpaallirutiksatsat Inuit Employee Education Leave Program (IEEL) to develop paraprofessional and administrative Inuit employees to fill more senior or professional positions, such as Principals and Teachers.

**Priorities (2020-2021)**

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

## *Department of Education*

- Continue to partner with Nunavut Arctic College to deliver a Student Support Assistant Certificate Program that can be delivered to meet the professional development needs of existing student support assistants.
- Continue to actively support and focus on the needs of Nunavut's bilingual Inuit educators, particularly those who teach Inuktitut, by providing new curriculum, resources and training supports to assist them to successfully implement the department's literacy initiative.
- Continue to provide funding to Nunavut Arctic College to deliver Community Teacher Education Programs and work to improve the reporting on those programs.
- Continue to deliver and hone orientation materials and cross-cultural competencies training to ensure all new employees are familiar with the history and impacts of residential schooling.
- Target Superintendent of Schools positions to increase representation in senior management category by utilizing the Sivuliqtiksat internship program.
- Continue to fund programs that focus on promotion and recruitment for education occupations as a career of choice and of importance for the protection and preservation of Inuit culture and language.
- Continue to use Inuit employment goals in performance management goals for senior managers.
- Establish a new language assistant position for schools which would support language instruction in Inuktitut and language model implementation.
- Implement new mentorship and on-the-job training opportunities aimed at increasing the number of Inuit vice-principals and principals.
- In collaboration with Nunavut Arctic College, research and design an Inuktitut language teaching diploma in order to support the department's Inuit employment goals.
- In collaboration with Nunavut Arctic College, explore the possibility of partnering with an institution to offer a Master of Education in Administration in order to support Inuit employees to become principals.

### **Priorities (2021-2022)**

- Strengthen support for language instruction in Inuktitut and language model implementation.
- Continue to implement mentorship and on-the-job training opportunities aimed at increasing the number of Inuit vice-principals and principals.



- Provide an Inuktitut language teaching diploma in collaboration with Nunavut Arctic College to support the department's Inuit employment goals.
- Offer a Master of Education Administration degree in collaboration with Nunavut Arctic College, and a university partner, to support Inuit employees to become principals.

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# **Department of Health**

## **Business Plan**

**2019-2022**

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## CORE BUSINESS

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

	<b>Budget (\$000)</b>			
	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
Directorate	41,017	<b>43,795</b>	43,795	43,795
Quality of Life Secretariat	7,090	<b>11,700</b>	11,435	11,435
Public Health	21,591	<b>23,089</b>	24,249	24,249
Health Care Service Delivery	322,961	<b>352,415</b>	352,483	352,888
<b>TOTAL</b>	<b>392,659</b>	<b>430,999</b>	<b>431,962</b>	<b>432,367</b>

### Directorate

The Directorate Branch (Directorate) provides overall management support and advice to the Minister, under the direction of the Deputy Minister. The Directorate is also responsible for strategic planning, providing leadership in the development of legislation and policy, communications, budget coordination and financial services, and capital planning, human resource planning, and systems support. Leadership and coordination in the areas of professional practice standards, regional service delivery, and overall departmental quality assurance are also key functions of this Branch.

### Objectives

- To provide overall management support and leadership across the department.
- To provide strategic direction and lead departmental planning and evaluation initiatives.
- To ensure transparency and accountability through financial, administrative and human resource management.
- To ensure ongoing implementation and integration of governmental priorities into departmental operations.
- To provide overall management support and leadership in suicide prevention across the Government of Nunavut.
- To ensure ongoing implementation and integration of the Nunavut Suicide Prevention Strategy into governmental operations.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Deputy Minister</b>		1,299	<b>1,299</b>	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.

<b>ADM Programs and Standards</b>	10,476	<b>14,422</b>	14,422	14,422
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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

<b>ADM Operations</b>	6,666	<b>6,056</b>	6,056	6,056
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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.

<b>Corporate Services</b>	11,546	<b>10,988</b>	10,988	10,988
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Corporate Services is a multi-disciplinary division providing advice in the areas of finance, administration, capital planning, and health information technology. This division provides health insurance services to the public and takes a leadership role in maintaining vital statistics and administers Non-insured Health Benefits on behalf of Health Canada.

<b>Human Resources</b>	9,957	<b>9,957</b>	9,957	9,957
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Human Resources provide support for recruitment and retention, Inuit employment planning and general human resource administration.

<b>Policy and Planning</b>	1,073	<b>1,073</b>	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.

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<b>Total, Directorate</b>	<b>41,017</b>	<b>43,795</b>	<b>43,795</b>	<b>43,795</b>
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### Priorities (2018-19)

- Provide leadership and support to divisions to ensure that Turaaqtavut priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.

*Status: Health is addressing the Turaaqtavut priorities, including working on options for Elder care and addictions treatment, and is collaborating with other departments to complete work.*

- Implement recommended updates to departmental human resources plan.

*Status: Item deferred. The Department of Health continues to work on recruitment and orientation for staff.*

- Expand the use of Telehealth, by building capacity and utilization in all regions to enhance health care services delivery in the territory.



**Status:** Health continues to work towards integrating telehealth services as a core component of client care delivery territory wide. Health is working with Community and Government Services to examine telehealth capability with expanded bandwidth and technological capabilities.

- Work collaboratively with GN departments and the Nunavut Housing Corporation to implement the second year objectives in “The Blueprint for Action on Housing”.  
**Status:** Health continues to support the second year objectives.
- Initiate the legislative process to develop health privacy legislation.  
**Status:** The legislative process is ongoing.
- Continue to develop language capacity within the Department of Health.  
**Status:** Health continues to develop its implementation plan and is currently expecting to have a language implementation coordinator by end of this fiscal year.
- Continue to evaluate Medical Travel programs to ensure efficiency and transparency in the medical travel processes.  
**Status:** Health continues its review of its Medical Travel programs and expects to have it completed by end of this fiscal year. Health has made some changes to the medical travel organization during this review that has enhanced the delivery of medical travel to our clients.
- Continue to explore and implement, where practicable and viable, potential opportunities to enhance and expand the health care services available in the territory.  
**Status:** Health continues to strive to deliver health care services in the territory.
- Work with department of Executive and Intergovernmental Affairs, Community Government and Services, and Finance to determine options to invest in infrastructure to enhance wellbeing, such as such as addictions treatment and Elders care  
**Status:** Department of Health is working with Community and Governmental Services and Partnerships BC to develop a Long Term Care Business Case. It is expected this Business Case will be completed by April 2019.
- With the support of Culture and Heritage, continue the incorporation of traditional knowledge is reflected in programs and services to support delivery of health services.  
**Status:** This is part of program development in Health. One such example is the development of country food guidelines for health facilities.

#### **Priorities (2019-20)**

- Monitor the implementation of the departmental human resources plan.
- Continue to monitor and expand the use of Telehealth, as a reliable means of health care delivery.

## Department of Health

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

### Priorities (2020-21)

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

### Priorities (2021-22)

- Continue with the legislative process to develop and introduce health privacy legislation.

## Quality of Life

The Quality of Life Secretariat provides strategic planning, leadership and coordination for the Government of Nunavut’s suicide prevention initiatives, plans and strategies. The Secretariat reports to the Minister responsible for Suicide Prevention and the Cabinet Committee on Quality of Life. The Secretariat is responsible for development of legislation and policy, communications, community development, research and evaluation pertaining to suicide prevention across Nunavut. The Secretariat also partners with other departments, organizations and governments to achieve the goal of reducing the incidence of suicide in the territory.

### Objectives

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

<b>Programs Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Quality of Life Secretariat</b>	2,409	<b>2,409</b>	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** 2,994 **2,994** 2,994 2,994

This Contribution Program allows community and wellness organizations to operate healing groups, bereavement support groups, on the land healing programs, means restriction, after school leadership programs and other community lead initiatives for suicide prevention, intervention and post-vention, mental wellness and resiliency. It also allows for suicide prevention planning, community-led research, training, professional development and self-care.

**Mobile Trauma Response** 886 **886** 886 886

Providing care, counseling and healing to Inuit communities and Inuit language clients via community visits and toll-free telephone counselling.

**Embrace Life Council** 726 **726** 726 726

The Council supports individuals and groups in Nunavut to take well-informed action to prevent suicide through education, awareness and community capacity strengthening activities.

**Kamatsiaqtut Help Line** 75 **75** 75 75

Contribution to the operation of the Nunavut based 24-hour crisis help line.

**Addictions & Trauma Treatment** - **4,610** 4,345 4,345

Providing enhanced community-based services and Inuit workforce development, and supporting the establishment of a Nunavut Recovery Centre and Development Team.

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**Total, Quality of Life Secretariat** **7,090** **11,700** **11,435** **11,435**

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### Priorities (2018-19)

- Implement the long-term suicide prevention action plan, programs, and policies with partners and stakeholders.

**Status:** *All Partners are undertaking work on the action plan. Work is ongoing.*

- Continue to review the capacity and needs of non-government wellness organizations.  
**Status:** *The needs assessment and feasibility for addictions and trauma treatment was completed with four non-governmental wellness organizations with various improvements based on their needs and priorities: Ilisaqsivik, Tukisigiarvik, Pulaarvik Kablu and Cambridge Bay Wellness Centre. Additional work was undertaken to support Pujualussait this fiscal year, independent of the feasibility study.*

- Research Inuit specific protective factors, both traditional and modern, to incorporate into programs and policies.

**Status:** *A Request for Proposals was issued twice with no bids received. The department has begun work and will complete the research by 2021.*

## Department of Health

- Complete a needs assessment and feasibility for addictions and trauma treatment facilities.  
*Status: Completed. The Executive Summary of the The Feasibility Study on Addictions and Trauma Treatment in Nunavut was released in 2018.*
- Evaluate the effectiveness of the Mobile Trauma Response Team.  
*Status: In partnership with Indigenous Service Canada and the non-governmental wellness organizations, improvements are regularly being made to processes. Care for the caregivers was arranged for the Inuit counsellors. Additional improvements will continue to be made as needed.*

### **Priorities (2019-20)**

- Develop resources for use by bereavement support groups.
- Evaluate the effectiveness and ensure cultural relevance of existing traditional and non-traditional support networks within communities.
- Implement the long-term suicide prevention action plan, programs and policies with partners and stakeholders.
- Establish the development team for the Nunavut Recovery Centre to begin implementing the needs assessment and feasibility for addictions and trauma treatment.

### **Priorities (2020-21)**

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

### **Priorities (2021-22)**

- Conduct consultations with Nunavummiut on renewal of the Nunavut Suicide Prevention Strategy and/or action plan.
- Continue to work towards the Nunavut Recovery Centre.

## **Public Health**

The Public Health Branch provides direction and leadership throughout Nunavut regarding the core functions of public health, which include population health assessment, health surveillance, health promotion, disease and injury prevention, health protection and management of public health emergencies. Public Health uses strategies and approaches that combine education and skill building, social policy, inter-sectoral partnership and collaboration, regulation, and community development.

## Objectives

- To develop and implement a broad range of evidence informed public health programs to improve the health status of Nunavummiut.
- To monitor trends in disease and health determinants to enable an informed response to public health issues.
- To 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)	2018-19	2019-20	2020-21	2021-22
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<b>Chief Medical Officer of Health</b>		2,017	<b>2,017</b>	2,017	2,017
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The Chief Medical Officer of Health (CMOH) provides leadership and expertise to population health and health protection programs. The CMOH also establishes and maintains public health standards and best practices as well as advocating for the preservation and improvement of the health of Nunavummiut.

<b>Health Protection</b>		3,052	<b>3,717</b>	5,157	5,157
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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.

<b>Population Health</b>		15,870	<b>16,703</b>	16,423	16,423
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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.

<b>Population Health Information</b>		652	<b>652</b>	652	652
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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.

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<b>Total, Public Health</b>	<b>21,591</b>	<b>23,089</b>	<b>24,249</b>	<b>24,249</b>
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### Priorities (2018-19)

- Continue to implement and monitor the Nunavut Wellness Agreement in collaboration with Nunavut Tunngavik Inc. and Indigenous Services Canada.  
*Status: The Agreement is in its second year, programs and activities outlined in the 10-year Nunavut Wellness Agreement are underway. All communities have community authored, multi-year Community Wellness Plans.*
- Begin the legislative process to propose amendments the *Tobacco Control and Smoke Free Places Act*.  
*Status: Health is working with partners to research and review options for this work. Consultations are expected in 2019.*
- Support community-led sexual health initiatives, build reliable support systems for sexual health educators in Nunavut, respond to priorities, and proceed with an evaluation of the Sexual Health Framework for Action.  
*Status: Resources to support the work of sexual health educators and the public in Nunavut have been made publically available through the [irespectmyself.ca](http://irespectmyself.ca) website. Health continues to provide support and materials to anyone when requested.*
- Continue to support the Coalition in the renewal of the Strategy and development of the Food Security Action Plan.  
*Status: Health continues to work collaboratively with the Nunavut Food Security Coalition co-chairs.*
- Evaluate Tuberculosis programs' effectiveness and analyze outcomes.  
*Status: The TB program evaluation was completed in 2018 and recommendations are being implemented.*
- Implement and monitor programming to address the impacts of the legalization of cannabis.  
*Status: The Department has created health promotion materials and continues to develop and deliver training and capacity building opportunities for both professionals and paraprofessionals across the territory.*
- Continue to implement and monitor an increased local health workforce across Nunavut along with the Educational Upgrade Program.  
*Status: 11 students have completed a Certificate in Community Health Promotion. 6 students are working on their diploma. A new intake will begin in 2019.*

### Priorities (2019 -20)

- Implement and monitor the Nunavut Wellness Agreement with Nunavut Tunngavik Inc. and Indigenous Services Canada.

- Proceed with the legislative process to amend the *Tobacco Control and Smoke Free Places Act*.
- Support community-led sexual health initiatives, build reliable support systems for sexual health educators in Nunavut, respond to priorities, and monitor implementation.
- Continue to implement and monitor an increased Inuit health workforce across Nunavut along with the Educational Upgrade Program.
- Develop cannabis programming that informs risk reduction strategies for target populations.

#### **Priorities (2020 -21)**

- Use reporting from the sexual health program to inform future program priority areas.
- Complete the legislative process to propose amendments to the *Tobacco Control and Smoke Free Places Act*.

#### **Priorities (2020 -21)**

- Continue to implement the Educational Upgrade Program to support an increase in the Inuit health workforce across Nunavut. Begin a program evaluation.

## **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.

*Department of Health*

- 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.

<b>Programs Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Professional Practice</b>	979	<b>979</b>	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.				
<b>Mental Health and Addictions</b>	40,744	<b>41,276</b>	41,176	41,176
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.				
<b>Home Care and Community Care</b>	3,593	<b>3,593</b>	3,593	3,593
Home Care and Community Care (HCC) offers health related services to Nunavummiut needing care due to illness, poor health or disability. The objective is to preserve and maximize an individual's ability to remain independent in the community through case management, nursing, and personal care. This area supports and strengthens family and community involvement in the delivery of care. Services are provided in the client preferred languages whenever possible. Most if not all, home making and personal care service are provided in Inuktitut. The HCC program specifically helps those at risk in communities, as well as works to improve overall health through prevention. The HCC coordinator participates in national; groups and forums in an effort to continue to enhance Nunavut's recognition in Canada and the rest of the world. This program is partially supported by federal funding.				
<b>Long-term Care</b>	7,767	<b>7,767</b>	7,767	7,767
Residential Long-term Care services provide 24-hour, 7-day nursing and personal care to elders and other adults who require nursing care and support.				
<b>Medical Transportation</b>	78,306	<b>92,381</b>	92,381	92,381
Medical Transportation provides transportation services for eligible clients and escorts form their home community to services within Nunavut and out-of-territory.				
<b>Hospital and Physician Services</b>	81,594	<b>82,786</b>	83,550	83,955
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.

<b>Community Health Centres</b>	43,802	<b>42,942</b>	42,356	42,356
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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**

<b>/Vital Statistics</b>	1,531	<b>1,531</b>	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.

<b>Out-of-Territory Hospitals</b>	53,700	<b>65,031</b>	65,031	65,031
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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.

<b>Reciprocal Physician Billings</b>	8,245	<b>11,419</b>	11,419	11,419
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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.

<b>Oral Health</b>	2,700	<b>2,700</b>	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.

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<b>Total, Health Care Service Delivery</b>	<b>322,961</b>	<b>352,415</b>	<b>352,483</b>	<b>352,888</b>
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### **Priorities (2018-19)**

- Begin the legislative process to propose amendments to the *Medical Profession Act*.  
*Status: The legislative process is ongoing.*
- Develop a retention strategy for community oral health coordinators and territorial oral health coordinators.  
*Status: Health has developed a process of converting current casual contracts into term positions as a means of increasing retention for community oral health coordinators.*
- Introduce a redesigned Model of Care and develop an implementation plan.  
*Status: Short, medium, and long term action items towards the implementation are being drafted.*
- Ensuring facilities and programs specific for Dementia Care component of long term care continuum are available to support Elders.  
*Status: Health has implemented ongoing dementia care training to health care staff in continuing care centres and at Qikiqtani General Hospital.*
- Continue development of a colorectal cancer screening program.  
*Status: Health is expecting the development of the colorectal cancer screening program to be completed by end of this fiscal year.*
- Ensure facilities and programs in Nunavut meet minimum standards for nutrition care and food service.  
*Status: Health has built into its processes mandatory visits and evaluations of nutrition care and food service delivery within our facilities as well as those facilities contracted to provide health services to Nunavummiut.*
- Improve Office of Patient Relations outreach programming through interdivisional and stakeholder engagement.  
*Status: The Office of Patient Relations has completed and implemented new outreach materials and is now scheduling regular outreach initiatives that will take place throughout each fiscal year. Outreach includes: satisfaction surveys, site visits to boarding homes, and post-clinic surveys, and other site visits such as Health Centres and at Qikiqtani General Hospital.*
- Continue to expand the mental health and addictions system of care across the service continuum, with a focus on addictions and suicide prevention.  
*Status: The Mental Health and Addictions and Outreach Worker Program has been created. An orientation handbook will be completed by the end of the fiscal year.*
- Proceed with the legislative process for the *Mental Health Act*.  
*Status: Health has reviewed the information gathered in the consultation phase and is working on drafting the legislation.*

**Priorities (2019-20)**

- Improve Office of Patient Relations outreach programming through interdivisional and stakeholder engagement.
- Plan and develop facilities and programs that meet the continuing care needs of Nunavummiut, including, Elders in the territory.
- Continue to expand the mental health and addictions system of care across the service continuum, with a focus on addictions and suicide prevention.
- Finalize and pilot a colorectal cancer screening program.
- Implement the Model of Care redesign.
- Continue the legislative process to propose amendments to the *Medical Profession Act*.

**Priorities (2020-21)**

- Conduct a review of the *Pharmacy Act*.
- Evaluate and analyze the outcomes of the Colorectal Cancer Screening pilot program.
- Planning and preparation for regional health centre accreditation.
- Continue the legislative process to propose amendments to the *Medical Profession Act*.

**Priorities (2021-22)**

- Pilot accreditation in a regional health centre.

## Financial Summary

Branch	2018-2019 Main Estimates		2019-2020 Main Estimates		2020-2021 Planned		2021-2022 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>Directorate</b>								
Compensation & Benefits	21,339	137.0	<b>21,534</b>	<b>139.0</b>	21,534	139.0	21,534	139.0
Grants & Contributions	4,967		<b>5,735</b>		4,967		4,967	
Other O&M	21,801		<b>28,226</b>		28,729		28,729	
Subtotal	48,107		<b>55,495</b>		55,230		55,230	
<b>Public Health</b>								
Compensation & Benefits	15,106	150.0	<b>16,262</b>	<b>154.0</b>	16,923	154.0	16,923	154.0
Grants & Contributions	498		<b>498</b>		498		498	
Other O&M	5,987		<b>6,329</b>		6,828		6,828	
Subtotal	21,591		<b>23,089</b>		24,249		24,249	
<b>Health Care Service Delivery</b>								
Compensation & Benefits	105,396	916.1	<b>106,288</b>	<b>924.1</b>	106,806	924.1	107,211	924.1
Grants & Contributions	2,017		<b>2,017</b>		2,017		2,017	
Other O&M	215,548		<b>244,110</b>		243,660		243,660	
Subtotal	322,961		<b>352,415</b>		352,483		352,888	
<b>Total</b>	<b>392,659</b>	<b>1,203.10</b>	<b>430,999</b>	<b>1,217.1</b>	<b>431,962</b>	<b>1,217.1</b>	<b>432,367</b>	<b>1,217.1</b>

## Inuit Employment Plan

Departmental Inuit Employment Targets				
Health	As of Sept. 30, 2018		As of March 31, 2020	
	Capacity %		Capacity %	
<b>Total Department Positions</b>	<b>1204.51</b>		<b>1217.1</b>	
Total Filled Positions	652.01	54%	754	62%
Total Vacancies	552.5	46%	463.1	38%
<b>Total Inuit</b>	<b>330.34</b>	<b>51%</b>	<b>424.1</b>	<b>56%</b>
<b>Total Executive Positions</b>	<b>5</b>		<b>5</b>	
Total Filled Executive Positions	3	60%	4	80%
Total Vacant Executive Positions	2	40%	1	20%
Total Inuit in Executive Positions	1	33%	1	25%
<b>Total Senior-Management Positions</b>	<b>31</b>		<b>31</b>	
Total Filled Senior-Management Positions	19	61%	22	71%
Total Vacant Senior-Management Positions	12	39%	9	29%
Total Inuit in Senior-Management Positions	2	11%	3	14%
<b>Total Middle-Management Positions</b>	<b>115</b>		<b>115</b>	
Total Filled Middle-Management Positions	66	57%	66	57%
Total Vacant Middle-Management Positions	49	43%	49	43%
Total Inuit in Middle-Management Positions	6	9%	14	21%
<b>Total Professional Positions</b>	<b>358.5</b>		<b>363</b>	
Total Filled Professional Positions	165	46%	194	53%
Total Vacant Professional Positions	193.5	54%	169	47%
Total Inuit in Professional Positions	13	8%	23	12%
<b>Total Paraprofessional Positions</b>	<b>208.67</b>		<b>218</b>	
Total Filled Paraprofessional Positions	82.67	40%	91	42%
Total Vacant Paraprofessional Positions	126	60%	127	58%
Total Inuit in Paraprofessional Positions	23	28%	37	41%
<b>Total Administrative Positions</b>	<b>486.34</b>		<b>485.1</b>	
Total Filled Administrative Positions	316.34	65%	377	78%
Total Vacant Administrative Positions	170	35%	108.1	22%
Total Inuit in Administrative Positions	285.34	90%	346.1	92%

### Capacity

In 2018-2019, 61 positions were targeted for Inuit employment through competition (regular and restricted) as well as direct appointment. Three Inuit were successfully hired through direct appointment and fifteen through competition.

## **Inuit Employment**

### **Priorities (2018-19)**

- Complete the creation of generic job descriptions for all “like” positions.  
*Status: The creation of generic job descriptions for all “like” positions has been completed.*
- Transition all Vote 4 jobs to indeterminate employment with the implementation of the Nunavut Wellness Agreement.  
*Status: Transition for all Vote 4 jobs to indeterminate employment is in progress.*
- Complete and implement a nursing mentorship program.  
*Status: There are currently two NAC nursing graduates in the mentorship program with a third expected to start at a later date.*
- Continue to increase the number of participating communities hiring students for summer employment.  
*Status: 16 communities have participated in hiring of summer students compared to 12 communities in 2017.*
- Continue to increase community visits to schools to share information on future careers in health care, with a target of at least one community per year, per region.  
*Status: Health is working with Education to identify communities.*
- Identify opportunities for new internships for potential retirements.  
*Status: Interns have been identified for potential retirements.*
- Completing a standardized health specific orientation and on-boarding across the regions and divisions.  
*Status: A Health Specific Orientation package is being finalized with an expected roll out to all regions to be completed by April 2019.*

### **Priorities (2019-20)**

- Health will carry out all targets and commitments as outlined in the separate Inuit Employment Plan strategy plan:
  - Provide Executive level internship to increase representation in ADM level positions.
  - Actively encourage the hiring of summer students with the target to increase participation by 10% each year.
  - Identify and negotiate opportunities to expand health-related training within Nunavut.
  - Review and maintain performance goals/objectives for Inuit employment into the annual review process.
  - Continue to identify candidates for Department of Human Resource’s leadership and Inuit employment programs (Career Broadening, Travel Fund, Amaaqaarniq Education Leave and the Policy Development Program).
  - Review mandatory requirement for cultural orientation and implement enhancements.

- On-going monitoring of educational and on-the-job training programs such as: EUP, BRT and medical terminology.

**Priorities (2020-21)**

- Health will carry out all targets and commitments as outlined in the separate Inuit Employment Plan strategy plan:
  - Actively encourage the hiring of summer students with the target to increase participation by 10% each year.
  - Identify and negotiate opportunities to expand health-related training within Nunavut.
  - Review and maintain performance goals/objectives for Inuit employment into the annual review process.
  - Continue to identify candidates for Department of Human Resource's leadership and Inuit employment programs (Career Broadening, Travel Fund, Amaaqtaarniq Education Leave and the Policy Development Program).
  - Review mandatory requirement for cultural orientation and implement enhancements.
  - Continued on-going monitoring of educational and on-the-job training programs such as: EUP, BRT and medical terminology.

**Priorities (2021-22)**

- Health will carry out all targets and commitments as outlined in the separate Inuit Employment Plan strategy plan:
  - Continue to require mandatory respect in the workplace training for all new Health Employees.
  - Continue to improve the nursing mentorship program and promotion of nursing careers for Inuit students.
  - Maintain on-going participation on working groups to remove universal barriers to employment.

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# Department of Family Services

## Business Plan

2019-2022

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## CORE BUSINESS

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

	<b>Budget (\$000)</b>			
	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
Corporate Management	7,680	<b>8,537</b>	8,562	8,562
Poverty Reduction	3,024	<b>4,184</b>	4,155	4,155
Children and Family Services	63,947	<b>64,940</b>	65,585	65,585
Income Assistance	60,003	<b>62,060</b>	62,060	62,060
Career Development	18,559	<b>17,598</b>	17,598	17,598
<b>TOTAL</b>	<b>153,213</b>	<b>157,319</b>	<b>157,960</b>	<b>157,960</b>

### Corporate Management

Corporate Management provides overall management support to the department and advice to the Minister under the direction of the Deputy Minister. Corporate Management consists of the Deputy Minister, the Assistant Deputy Minister, the Corporate Services Division, the Policy and Planning Division and the Poverty Reduction Division. Corporate Management is responsible for coordinating strategic planning, providing leadership in the development of legislation and policy, communications, budget coordination, financial and human resource services and systems support; as well as overseeing the Public Guardianship program. Corporate Management also leads in the implementation of program performance measurement and evaluation and Inuit Employment Planning.

### Objectives

- To use Inuit Societal Values as guiding principles for operating the department.
- To provide overall management support and leadership across the department.
- To provide strategic direction and lead departmental planning and evaluation initiatives.
- To ensure transparency and accountability through financial, administrative and human resource management.
- To support partnerships with Inuit organizations, the federal government, and the private sector and maximize the use of our resources in increasing the well-being of Nunavummiut.
- To support each division in achieving its objectives and strategic priorities.
- To support partnerships which advance the goals and aspirations of Nunavummiut.
- To support action on priorities which are fiscally responsible, and meet the needs of Nunavummiut.

## Department of Family Services

- To collaborate with other government departments and agencies on initiatives aimed at achieving the Government's priorities, particularly those related to the promotion of self-reliance and strengthening of Nunavut families.

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
<b>Directorate</b>		2,707	<b>2,963</b>	2,988	2,988
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 of Nunavut (GN). The Directorate will ensure that program delivery is structured to reflect Inuit Societal Values. The Directorate also oversees the Public Guardianship program.					
<b>Corporate Services</b>		2,620	<b>2,984</b>	2,984	2,984
The Corporate Services Division is accountable for providing financial and human resource services to the department. The Division is responsible for coordinating budget development and control and for the provision of information technology services to the organization.					
<b>Policy and Planning</b>		1,088	<b>1,091</b>	1,091	1,091
The Policy and Planning Division is accountable for coordinating policy development, strategic planning and the development of legislation across the department. The division also provides communication services, leads the department's program evaluation initiatives, manages the department's response to Access to Information requests and manages departmental records.					
<b>Guardianship Services</b>		1,265	<b>1,499</b>	1,499	1,499
Under the <i>Guardianship and Trusteeship Act</i> , individuals appointed by the Minister of Family Services 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.					
<b>Total, Corporate Management</b>		<b>7,680</b>	<b>8,537</b>	<b>8,562</b>	<b>8,562</b>

### Priorities (2018-19)

- Provide leadership and support to divisions to ensure that Turaaqtavut priorities are implemented, and collaborate with other departments on joint efforts to achieve mandate objectives.

*Status:* The department concluded an implementation plan for Turaaqtavut with specific actions and timelines to advance the priorities Family Services is responsible for.

- Implement the department's Inuit Employment Plan with a focus on recruitment and retention of frontline workers.

*Status:* The department continues to implement initiatives that support the recruitment and retention of Nunavut Inuit, including running hiring competitions restricted to Nunavut Inuit.

- Identify areas of enhancement in the organizational structure of the department, and conduct a review of the job descriptions in the department to identify inefficiencies and ineffectiveness in supporting the Inuit Employment Plan.  
*Status: The department completed an organizational review. The department reviewed its job descriptions in order to identify inefficiencies and ineffectiveness in supporting the Inuit Employment Plan.*
- Implement the departmental strategic plan ensuring that it meets the priorities of Turaaqtavut.  
*Status: The department is implementing its' strategic plan, which is in line with the priorities set out in Turaaqtavut.*
- Provide oversight and support to divisions to ensure the development and implementation of legislation incorporates Inuit Societal Values and Inuit Qaujimajatuqangit.  
*Status: The department continues to ensure the development and implementation of legislation incorporates Inuit Societal Values and Inuit Qaujimajatuqangit.*
- Develop and implement a departmental program management process that meets the priorities of Turaaqtavut by establishing strategic partnerships with Inuit organizations, the federal government, and the private sector.  
*Status: The project has been delayed; the department will defer the priority to FY 2019/20.*
- Work collaboratively with GN departments and the Nunavut Housing Corporation to implement the objectives in “The Blueprint for Action on Housing” with specific focus on action items 2, and 4-6.  
*Status: The department continues to work with Nunavut Housing Corporation to complete these action items.*
- Identify programs that require evaluation, and develop a program evaluation schedule.  
*Status: The department conducted a review of its programs that require evaluation. A program evaluation schedule has been developed and will facilitate the department's efforts in evaluating existing and new programs.*
- Identify legislation and policies which require review, and develop a review schedule.  
*Status: The department continues to identify legislation and policies which require review. A review schedule has been developed.*

#### **Priorities (2019-20)**

- Implement recommendations from the department's organizational review and establish structural changes.
- Develop and implement a departmental program management process that meets the priorities of Turaaqtavut by establishing strategic partnerships with Inuit organizations, the federal government, and the private sector.

## *Department of Family Services*

- Continue to implement the departmental strategic plan ensuring that it meets the priorities of Turaaqtavut.
- Support the implementation of the Children and Family Services' Case Management System, and identify and address any operational issues with the system.
- Support staff in acquiring the training and education needed to meet professional requirements, including supporting frontline staff in pursuing Social Services Worker Education opportunities.
- Continue to provide oversight and support to divisions to ensure the development and implementation of legislation incorporates Inuit Societal Values and Inuit Qaujimajatuqangit.
- Continue to work collaboratively with GN departments and the Nunavut Housing Corporation to implement the objectives in "The Blueprint for Action on Housing".

### **Priorities (2020-21)**

- Undertake a preliminary review of the department's strategic plan to ensure it is meeting its objectives and the priorities identified in Turaaqtavut.
- Continue implementation of recommendations from the department's organizational review, and monitor progress.
- Continue to provide oversight and support to divisions to ensure the development and implementation of legislation incorporates Inuit Societal Values and Inuit Qaujimajatuqangit.
- Offer training programs to staff to meet their workplace needs.
- Evaluate the department's program management process.
- Continue to ensure processes and programs operate in a fiscally responsible manner with the Grants and Contribution Program.
- Initiate a review of frontline staffing capacity within Children and Family Services, and develop a plan to address challenges.

### **Priorities (2021-22)**

- Review implementation of recommendations from the department's organizational review and identify areas that require evaluation.
- Continue to offer programs to staff to meet their workplace needs.
- Identify areas where oversight needs to be increased, to support divisions to ensure the development and implementation of legislation incorporates Inuit Societal values and Inuit Qaujimajatuqangit.



- Review the evaluation of the department’s program management process and identify areas that require improvement.
- Finalize plan to address challenges related to staffing capacity within the Children and Family Services Division.

## Poverty Reduction

The Poverty Reduction Division is mandated to facilitate coordination and collaboration across government departments and with Inuit organizations on strategic approaches to poverty reduction. The division provides recommendations on how programs and policies can be reformed to reduce poverty, and works to identify ways to better support community governments and non-profit organizations in their pursuit of community-based solutions to poverty.

### Objectives

- To fulfill the department’s requirements under the *Collaboration for Poverty Reduction Act*.
- To collaborate with and increase dialogue among Inuit organizations, other government departments and community-based organizations on initiatives aimed at reducing poverty, and increasing well-being and self-reliance.
- To bring together partners under a joint commitment and shared accountability to work together and contribute to a shared vision of poverty reduction and reduced food insecurity.
- To identify areas for change in government policy and programming and support implementation of change through research, and advocacy.
- To support community governments and other non-profit organizations that provide emergency shelter, transitional housing and support services to Nunavummiut experiencing homelessness.
- To support capacity building of not-for-profit organizations and community groups.

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
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### Poverty Reduction

<b>Headquarters</b>		1,442	<b>1,428</b>	1,399	1,399
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The Poverty Reduction Division monitors, reports upon, and supports the coordination and collaboration of poverty reduction initiatives across government, and with Inuit and other community-based organizations through the *Collaboration for Poverty Reduction Act*. This includes supporting annual community engagement through the Nunavut Roundtable for Poverty Reduction and the Nunavut Food Security Coalition. Divisional staff undertake program and policy research specific to poverty reduction, make recommendations where reforms are necessary, and work on the development and implementation of targeted poverty reduction initiatives. The division funds community governments and non-profit organizations to provide food security programming and to provide emergency shelter and transitional housing supports

and services. Focused areas of work include homelessness, food security, Inunnguiniq and building the capacity of community based organizations.

**Emergency Homeless Shelters,  
Transitional Housing and  
Support Services**

1,507	<b>2,681</b>	2,681	2,681
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The Poverty Reduction Division provides contribution funding to community governments and non-profit organizations that provide emergency homeless shelter, transitional housing and supports services to Nunavummiut experiencing homelessness. The department also supports organizations in accessing additional resources for shelter operations and programming, and for strengthening their governance and administration.

**Community-based Poverty  
Reduction Initiatives**

75	<b>75</b>	75	75
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The Poverty Reduction Division provides contribution funding to community governments, non-profit organizations and businesses to support the *Collaboration for Poverty Reduction Act* and the implementation of the five-year poverty reduction action plan prepared by the Nunavut Roundtable for Poverty Reduction. This includes community-based initiatives designed to address food security and in tandem with the Nunavut Food Security Strategy and Action Plan, as well as funding associated with support for parents and child development through Inunnguiniq.

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<b>Total, Poverty Reduction</b>	<b>3,024</b>	<b>4,184</b>	<b>4,155</b>	<b>4,155</b>
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**Priorities (2018-19)**

- Implement the Nunavut Homelessness Action Plan.  
*Status: The Department has completed the Homelessness Action Plan. The department will defer implementation to FY 2019/20. The Action Plan was informed by the second-stage housing research completed during FY 2018/19, and the discussions that took place during the annual meeting of the Nunavut Roundtable for Poverty Reduction in April 2018.*
- Continue to implement Makimaniq Plan II, A Shared Approach to Poverty Reduction.  
*Status: The department continues to undertake initiatives to help achieve the goals outlined in Makimaniq Plan II, such as: the ongoing review and reform of the Income Assistance Program; Career Development programming; supporting the operations of emergency homeless and family violence shelters; supporting community-based food security projects through the Nunavut Food Security Coalition; and, providing funding for Inunnguiniq programming.*
- Strengthen existing resources, and establish additional resources for safe and affordable housing, specific to emergency homeless shelters, respite services, and transitional housing.  
*Status: The department continues to explore the feasibility of establishing transitional housing in Nunavut, and establishing additional resources for emergency shelters.*
- Continue to collaborate with other government departments to deliver food security initiatives.

*Status: The department is funding 9 community-based food security projects. The Food Security Strategy and Action Plan will be finalized during FY 2019/20.*

**Priorities (2019-20)**

- Implement the Nunavut Homelessness Action Plan and develop additional resources for safe and affordable housing specific to emergency homelessness shelters, respite services, and transitional housing.
- Continue to implement and monitor progress of Makimaniq Plan II, A Shared Approach to Poverty Reduction.
- Explore options and develop mechanisms to strengthen the governance of local non-governmental organizations and community groups.
- Implement the Food Security Strategy and Action Plan and monitor its progress.

**Priorities (2020-21)**

- Continue to implement the Nunavut Homelessness Action Plan.
- Continue to implement and monitor progress of Makimaniq Plan II, A Shared Approach to Poverty Reduction.
- Implement solutions identified for strengthening the governance of local non-governmental organizations and community groups.
- Continue to implement the Food Security Strategy and Action Plan and monitor its progress.

**Priorities (2021-22)**

- Continue to implement the Nunavut Homelessness Action Plan.
- Initiate an evaluation of Makimaniq Plan II and initiate development of the next five-year poverty reduction action plan.
- Continue to implement solutions identified for strengthening the governance of local non-governmental organizations and community groups.
- Continue to implement the Food Security Strategy and Action Plan and monitor its progress.

## 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.

### 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)	2018-19	2019-20	2020-21	2021-22
<b>Children and Family Services Headquarters</b>		2,950	<b>2,823</b>	2,823	2,823
Children and Family Services Headquarters is responsible for interpreting legislation and policy, identifying program gaps and, recommending and drafting policy and legislative changes through consultation with other Government of Nunavut departments. It also ensures territorial participation in all programs and services being developed at the national level, and provides training and communications materials for both staff and the general public.					
<b>Child Protection Services</b>		17,957	<b>18,104</b>	18,104	18,104
Child Protection Services ensure the safety and well-being of children and youth by providing essential services. This includes foster care, investigations and interventions that are provided by child protection workers under the <i>Child and Family Services Act</i> .					
<b>Adoption Services</b>		175	<b>155</b>	155	155
Under the <i>Adoption Act</i> , Children and Family Services is responsible for adoptions in the territory. The department provides support to Custom Adoption Commissioners under the <i>Aboriginal Custom Adoption Recognition Act</i> .					
<b>Adult Support Services</b>		744	<b>786</b>	786	786
Adult Support Services provides a range of support services to eligible adults with disabilities.					
<b>Family Violence Services</b>		3,019	<b>3,758</b>	4,403	4,403
Community Social Services Workers (CSSWs) provide family violence intervention services. This may include referral to other services and transportation to a safe location.					
<b>Residential Care (Facility Based)</b>		38,632	<b>38,724</b>	38,724	38,724
Residential care is provided both within and outside of Nunavut for those individuals who demonstrate a need for specialized care.					

<b>Social Advocacy</b>	470	<b>590</b>	590	590
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This program provides Grants and Contributions that support the Qullit Nunavut Status of Women Council, the Nunavummi Disabilities Makinnasuaqtiit Society (NDMS), Rick Hansen Foundation, Women’s Initiatives Grants, and Men and Boys’ Initiatives Grants.

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<b>Total, Children and Family Services</b>	<b>63,947</b>	<b>64,940</b>	<b>65,585</b>	<b>65,585</b>
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**Priorities (2018-19)**

- Develop departmental initiatives to address family violence guided by recommendations from the Men and Boys gatherings, the Truth and Reconciliation Commission, and the Missing and Murdered Indigenous Women and Girls Inquiry.  
*Status: The department is funding women’s initiatives and men and boys’ initiatives across Nunavut, and providing funding for shelter training initiatives guided by recommendations from the Truth and Reconciliation Commission. The Report on the Men and Boys Gatherings in FY 2016/17 is complete and will inform future programming decisions. The department will continue to monitor the status of the National Inquiry and participate in regular FPT teleconferences.*
  
- Support parents and caregivers of children and youth, including foster families, by providing training and, resource, and counselling supports.  
*Status: The department continues to fund the Inunnguiniq Parenting Facilitator-Training and Inunnguiniq initiatives across the Territory. The department has three new regional Foster Care Coordinators who will work to strengthen supports for foster families.*
  
- Ensure standards compliance and reporting for foster homes and children in care.  
*Status: Annual reviews of all foster homes and residential facilities have been completed.*
  
- Work with our partners to support community-based healing programs to address family violence and sexual abuse.  
*Status: The department anticipates that the Coordinator for Prevention of Violence Against Children and Youth will be filled by April 2019. The Coordinator will play a large role engaging with community partners who deliver programs to address sexual abuse.*
  
- Collaborate with respective governments and Inuit organizations to address the root causes affecting the rates of Inuit children and youth in residential care.  
*Status: The department launched the case management system to support the department’s efforts in identifying the root causes affecting the rates of Inuit children and youth in residential care. The department continues to participate actively at the FPT Indigenous children and youth in care forum, and with respective governments, collaborating on ways to reduce Indigenous children in care.*
  
- Continue to implement department specific action items related to the Nunavut Suicide Prevention Strategy, including child sexual abuse prevention initiatives and the Inunnguiniq parenting programming.  
*Status: The department continues to support the Inuusivut Anninaqtuq Action Plan through*

*child sexual abuse prevention initiatives, such as training its frontline staff in effectively responding to child sexual abuse, and through funding Inunnguiniq initiatives.*

- Consult and collaborate with Qullit Nunavut Status of Women Council on all departmental programs and services related to women and girls.  
*Status: The department continues to monitor the activities of the Status of Women portfolio, and align areas of interest in accordance with the FPT Status of Women Forum. Qullit Nunavut Status of Women Council is also a member of the Territorial Working Group for the Missing Murdered Indigenous Women and Girls Inquiry, and has been engaged in discussions regarding the Inquiry.*
- Review the Women's Grants Initiatives with Qullit Nunavut Status of Women Council to ensure it is meeting the priorities of women in Nunavut.  
*Status: Qullit Nunavut Status of Women Council was involved in developing and reviewing the guidelines and evaluation criteria for the Women's Initiatives Grants and the Men and Boys' Initiatives Grants. The department launched a review of the Women's Grant Initiatives with Qullit Nunavut Status of Women Council to ensure it is meeting the needs of women in Nunavut.*
- Review and revise departmental guidelines and procedures for family violence shelters in Nunavut with our partners and stakeholders.  
*Status: The department launched a review of family violence shelters. A scope of work was completed outlining next steps in the review.*
- Initiate a review of the department's residential care programs and services.  
*Status: The department continues to conduct annual facility reviews for residential care placements. The department is reviewing the Alternative Family Care Program which will assist in repatriating Nunavummiut back to Nunavut.*
- Initiate a review of how the department incorporates traditional knowledge of Elders in the delivery of services.  
*Status: The department is in discussions with the Department of Culture and Heritage on how to best incorporate Elders into service delivery.*

### **Priorities (2019-20)**

- Standardize case management and audit procedures to ensure compliance with standards, as per the following statutes: *Child and Family Services Act, Adoption Act, and Aboriginal Custom Adoption Recognition Act.*
- Continue to support parents and caregivers of children and youth, including foster families, by providing training and resources.
- Continue to work with our partners to support community-based healing programs to address family violence and sexual abuse.

- Begin the process to revise the *Adoption Act* and the *Aboriginal Custom Adoption Recognition Act* and review policies and procedures related to the adoptions process.
- Implement departmental initiatives to address family violence that focus on prevention, intervention and follow-up, collaborating as necessary with community-based organizations.
- Continue to consult and collaborate with Qullit Nunavut Status of Women Council on all departmental programs and services that relate to women and girls.
- Undertake a review of the Men and Boys Initiatives Grant, in collaboration with our partners and stakeholders.
- Enhance and standardize training for Family Resource Workers and Community Social Services Workers.
- Initiate incorporating structured decision-making into child protection investigations, and the department's ongoing work with families.
- Initiate research necessary for a residential care strategy.
- Work with the Department of Culture and Heritage, and local resources (Regional Inuit Associations and Elders Committees) to identify Elders within communities who can work in collaboration with Community Social Services Workers and Family Resource Workers to support families.

**Priorities (2020-21)**

- Utilize the data collected through the Children and Family Services' Case Management System to enhance current programs and services.
- Continue to work with our partners to support community-based healing programs to address family violence and sexual abuse.
- Initiate preparations to evaluate the Department's Children and Family Services Case Management System.
- Develop a residential care strategy for clients of the department.
- Continue the implementation of revisions to the *Adoption Act* and the *Aboriginal Custom Adoption Recognition Act*.
- Continue to implement departmental initiatives to address family violence.
- Continue to work with the Department of Culture and Heritage, and local resources (Regional Inuit Associations and Elders Committees) to identify Elders within communities who can work in collaboration with Community Social Services Workers and Family

## *Department of Family Services*

Resource Workers to support families.

- Strengthen prevention and emergency support services for those who are experiencing family violence.
- Work with the Department of Health and other relevant agencies to review protocols to ensure effective communication regarding vulnerable children and families.
- Continue to support parents and caregivers of children and youth, including foster families, by providing training and resources.
- Continue to implement structured decision-making into child protection investigations, and the department's ongoing work with families.

### **Priorities (2021-22)**

- Continue to strengthen programs and services provided by the Department to those experiencing family violence.
- Continue to work with our partners to support community-based healing programs to address family violence and sexual abuse.
- Implement residential care strategy for clients of the department.
- Complete implementation of structured decision-making into child protection investigations, and the department's ongoing work with families.
- Continue to support parents and caregivers of children and youth, including foster families, by providing training and resources.
- Continue the implementation of revisions to the *Adoption Act* and the *Aboriginal Custom Adoption Recognition Act*.
- Continue to work with the Department of Culture and Heritage, and local resources (Regional Inuit Associations and Elders Committees) to identify Elders within communities who can work in collaboration with Community Social Services Workers and Family Resource Workers to support families.

### **Income Assistance**

The objective of the Income Assistance Division is to assist Nunavummiut in achieving their goals for independence and self-reliance. Income Assistance includes a variety of benefit programs that provide various levels of financial assistance to people 18 and over and their dependents. The division provides overall policy direction, program development, and advice to



various levels of staff who deliver Income Assistance programs across Nunavut.

### Objectives

- To identify, review and evaluate policies and procedures surrounding the delivery and administration of income assistance programs in Nunavut.
- To ensure that income assistance programs are delivered in a manner consistent with the *Income Assistance Act*, the *Financial Administration Act*, the *Access to Information and Protection of Privacy Act* and other statutes and policies relating to the delivery of the programs in Nunavut.
- To provide financial and other support to satisfy basic needs for shelter, food, and clothing and to assist in the transition towards employment.
- To identify the need for referral and to facilitate the referral process for persons requiring information and/or access to other government or agency programs.

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
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#### Income Assistance

<b>Headquarters Office</b>		1,406	<b>1,487</b>	1,487	1,487
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The Income Assistance headquarters office is tasked with policy and legislative development, identifying program gaps, developing, and maintaining computer systems to capture expenditures and trends for all Income Assistance programs delivered in Nunavut. The division is also responsible for developing and updating publications that explain the various Income Assistance programs available in Nunavut.

The division develops materials to aid in the statutory training of Income Assistance Workers and for the Nunavut Income Assistance Appeal Committee and Board. The office represents Nunavut on a multitude of federal/provincial/territorial working groups to ensure full participation in all programs and services being developed at the national level.

Divisional headquarters is also responsible for assisting and completing program audits to ensure the *Income Assistance Act*, regulations, policies and procedures, and other related statutes are adhered to in the delivery of Income Assistance programs. Activities include monitoring of electronic assessments and the completion of on-site reviews and audits of individual client files and income assistance offices. Program audits help to facilitate consistency and enhance program effectiveness and accountability. The Senior Compliance Analyst works closely with the three regional Income Assistance offices and Corporate Services to conduct audits.

<b>Community Delivery</b>		117	<b>117</b>	117	117
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Contribution funding administered by the Qikiqtani regional Income Assistance office is provided to two communities to deliver the income assistance program on behalf of the Government of Nunavut. Hamlet staff hired to deliver the program must adhere to the *Income Assistance Act* and Regulations, as well as policies and procedures established by the department.

**Administration – Regional**                      5,380                      **5,357**                      5,357                      5,357

Three regional Income Assistance offices are responsible for staff that administer and deliver Income Assistance programs.

**Senior Citizen**

**Supplementary Benefit**                      1,422                      **1,386**                      1,386                      1,386

Governed by the *Senior Citizens Benefit Act*, low-income seniors in Nunavut who qualify for the federal Guaranteed Income Supplement will receive the Nunavut Senior Citizens Supplementary Benefit. This is a co-managed payment program with the federal government and is included on the monthly Old Age Security cheque.

**Income Support Delivery System**                      280                      **250**                      250                      250

This system administers monitors and manages all of the income assistance programs and their delivery in every community in Nunavut. This item provides for the ongoing development, testing, implementation and maintenance of such systems.

**Income Assistance Payments**                      50,443                      **52,508**                      52,508                      52,508

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

**Day Care Subsidy**                      477                      **477**                      477                      477

This program provides a subsidy to assist low-income families to access day care for their children so they can attend school or work outside of the home. The program is means-tested.

**Seniors Fuel Subsidy**                      478                      **478**                      478                      478

This program provides a subsidy for the high cost of home heating fuel to homeowners aged 60 and over. The program is income tested.

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**Total, Income Assistance**                      **60,003**                      **62,060**                      **62,060**                      **62,060**

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**Priorities (2018-19)**

- Continue to implement the recommendations from the Income Assistance review and reform process, including potential updates to the *Senior Citizens Benefit Act*, and implement phase two of the reforms.

*Status: The department implemented the last major phase of reforms, including simplifying income assistance calculations and linking income assistance to changes in living costs. The department is updating the Senior Citizens Benefit Act.*

- Amend the eligibility criteria for the Daycare User Subsidy so that it becomes an extended benefit under Social Assistance.

*Status: The department continues to explore options to ensure the daycare user subsidy is effectively meeting the needs of low-income families.*

- Expand training opportunities across the territory using web-based technology for outreach delivery to Income Assistance Workers.  
*Status: Videos were developed to assist Income Assistance Workers use the Income Support Delivery System (ISDS).*
- Develop and implement an evaluation tool for both the online modular training program and training for the Income Support Delivery System.  
*Status: The department developed an evaluation tool for the online modular training program and training for the Income Support Delivery System.*
- Review the T-5 production process with the goal of increasing efficiency.  
*Status: The department has reviewed the T-5 production process and is in the process of moving from a manual system to an electronic system to increase efficiency.*

**Priorities (2019-20)**

- Develop an evaluation plan to assess the effectiveness of Income Assistance reforms.
- Continue to implement the reform recommendations from the review and reform process, including changes to Productive Choices.
- Continue to develop and implement the evaluation tool for both the online modular training program and training for the Income Support Delivery System.
- Review the Income Assistance issuance process with the goal of increasing efficiency.
- Strengthen the delivery of Income Assistance in the Kivalliq and Kitikmeot regions.

**Priorities (2020-21)**

- Complete the final phase of reform based on the recommendations from the review and reform process.
- Conduct an evaluation to assess the effectiveness of Income Assistance reforms.
- Continue to strengthen the delivery of Income Assistance in the Kivalliq and Kitikmeot regions.

**Priorities (2021-22)**

- Complete an evaluation assessing the effectiveness of Income Assistance reforms.

## Career Development

Career Development researches, develops and implements a coordinated plan for career and labour market training programs. Emphasis is placed on working with partner organizations including the federal government, Inuit organizations, Nunavut Arctic College, the private sector and not-for-profits. Through these partnerships, Career Development develops more accurate labour market information and designs and delivers labour market interventions that support the development of Nunavut's labour force. Particular emphasis is placed on interventions to improve Inuit participation and success in the labour force. The Division is responsible for developing a coordinated client sponsorship approach for adult training that involves developing, implementing and supporting case management systems intended to support Career Development programs and projects.

The Apprenticeship Certification Unit is responsible for administering the apprenticeship and trade qualification processes and ensuring that apprentices and trade qualifiers meet all standards of knowledge and experience. Career Development Officers and Apprenticeship Officers provide career counselling and funding supports for apprentices.

The Financial Assistance for Nunavut Students (FANS) Program provides financial support to Nunavut students to attend post-secondary education programs. FANS Officers work to ensure students are aware of the various programs that are offered, the eligibility requirements, and necessary documentation they must submit before payments can begin.

### Objectives

- To increase the number of Nunavummiut who gain employment in their chosen field through the provision of effective career services.
- To increase the number of Nunavummiut accessing employment based training opportunities, including trades programs.
- To provide financial and other supports (such as career counselling) to those who are not participating in the labour market and support their transition to training and ultimately employment and self-reliance.
- To identify employment barriers and facilitate the referral of individuals to programs that act to remove those barriers.
- To 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)	2018-19	2019-20	2020-21	2021-22
<b>Career Development HQ</b>		1,516	<b>1,019</b>	1,019	1,019

Career Development researches, develops and implements a coordinated approach to the delivery of labour market training programs, including apprenticeship. Programs are designed to meet the

needs of Nunavut's labour force and link Nunavummiut to sustainable jobs. Career Development works with partner organizations, such as the Government of Canada, Inuit organizations, Nunavut Arctic College, industry, private sector, and not-for-profit organizations who assist in the delivery of programs. Accurate labour market information is required to design and deliver labour market interventions that support the development of Nunavut's labour force, particularly Inuit participation in the labour force.

**Nunavut Apprenticeship**                      578                      **463**                      463                      463

Nunavut Apprenticeship is comprised of the Director of Career Development as the Director of Apprenticeship, the Nunavut Apprenticeship, Trade and Occupations Certification Board (NATOC) and the Apprenticeship Certification Unit (ACU). The ACU is responsible for the administration and monitoring of apprenticeship, trade and occupations certification. The Unit is also responsible for developing and delivering apprenticeship-related training to regional staff and acts as a liaison with industry and technical training providers. The Unit is responsible for the development of promotional and communication materials for staff and the general public related to apprenticeship, trade and occupations certification. The Certification Unit is composed of a Supervisor and two Certification Officers who report to the Manager of Labour Market Programs.

**Career Services –  
Regional Offices**                                      1,815                      **1,799**                      1,799                      1,799

The three regional offices are accountable for the administration and delivery of a range of labour market related programs and services such as: Employment Assistance Services, Training on the Job, and Adult Learning and Training Supports. These programs are delivered using labour market data provided by Statistics Canada, the Nunavut Bureau of Statistics and through a network of partnerships and feedback from clients, other organizations, and the private sector.

**Financial Assistance for  
Nunavut Students (FANS)**                      8,352                      **8,342**                      8,342                      8,342

This program provides direct support for post-secondary students through the offering of grants, loans and scholarships for Nunavut students attending post-secondary education institutions. FANS support helps students pay for tuition, books, travel and living expenses. The budget also provides the resources required for staff and operating costs to support the delivery of the FANS program. FANS also offers a grant for students with disabilities.

**Adult Learning &  
Training Support**                                      5,048                      **4,975**                      4,975                      4,975

Adult Learning & Training Support funds both financial support for clients to participate in non-post-secondary employment training programs and targeted training programs to serve particular groups of clients or to meet specific Territorial training needs. Any non-post-secondary education or training program that leads directly to employment or to better employment will be considered for funding.

**Labour Market Program**

**For Persons w/ Disabilities**                      1,250                      **1,000**                      1,000                      1,000

This program contributes towards the funding of programming and services to assist people living with disabilities to enter and remain in the labour market. Funding may be distributed to organizations to provide programming and services that will positively impact the lives of Nunavummiut with disabilities through training and employment.

The funds may also be used to gather labour market data on individuals living with disabilities.

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**Total, Career Development**                      **18,559**                      **17,598**                      **17,598**                      **17,598**

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**Priorities (2018-19)**

- Strengthen labour market programming for youth.  
*Status: The department continues to support Nunavut Sivuniksavut (NS) students through its Financial Assistance for Nunavut Students program. The department also launched the Hamlets Employing Youth (HEY) Program in April 2018, to provide on-the-job training for youth in hamlet operations. Funding for Skills Canada Nunavut was significantly increased to provide trades programming throughout the summer for high-school students.*
  
- Continue to implement and strengthen Piqataugitsi to support Nunavummiut with disabilities.  
*Status: In June 2018, the GN approved the Workforce Development Agreement (WDA) with the Government of Canada, which replaces the Labour Market Agreement for Persons with Disabilities (LMAPD) and the Canada-Nunavut Job Fund (CNJF) agreement. The Piqataugitsi program was developed by the department to coordinate and improve employment programs and services for persons with disabilities. The department is developing materials to promote Piqataugitsi, aimed at inclusive hiring.*
  
- Work with the department’s frontline service delivery divisions, and other partners, to begin the development of an integrated client service-delivery model.  
*Status: The project has been delayed; the department will defer the priority to FY 2019/20.*
  
- Provide additional training and support to Career Development Officers.  
*Status: The department developed a new manual for Career Development Officers (CDOs) to provide accessible information about Career Development programs and services. The department has also surveyed CDOs to determine their training needs and is working on developing a training strategy for discussion.*
  
- Continue improvements to the Nunavut Apprenticeship Program, Act, and Regulations.  
*Status: The department continues to make improvements to the Nunavut Apprenticeship Program by reviewing and updating program processes, making changes to the Regulations in May 2018, and initiating a review of the Nunavut Apprenticeship Act. Consultations on the Apprenticeship Act are projected to begin in spring 2019.*

- Review the implementation of recommendations stemming from the 2007 Office of the Auditor General of Canada's report on the Department of Education's Financial Assistance for Nunavut Students Program.  
*Status: The department is currently writing new directives stemming from the Office of the Auditor General of Canada's report.*
- Undertake a preliminary review of all supports provided to post-secondary students.  
*Status: The department anticipates that a review of all supports provided to post-secondary students will be complete by spring 2019.*
- Work with government departments and other agencies to identify areas of support to better inform contractors of how to attract and retain local employees.  
*Status: The department is in discussions with the NNI Secretariat to gain a better understanding of how to better attract and retain local employees. The department is planning to create a booklet for employers. The department is planning to engage appropriate departments and agencies on the importance of training local people.*
- Work closely with Nunavut Arctic College, Economic Development and Transportation, and Nunavut Tunngavik Incorporated on areas of shared interest and priority.  
*Status: The department continuously works with Nunavut Arctic College, and is currently in discussions with them regarding tuition fee increases and possible new training programs.*

#### **Priorities (2019-20)**

- Continue the process to review and improve supports for post-secondary students, including developing amendments for the *Student Financial Assistance Act*, and Regulations.
- Develop an ongoing training and professional development strategy for Career Development Officers.
- Work with Nunavummi Nangminiaqqtunik Ikajuuti Secretariat to explore opportunities to proactively provide skills and trades training in communities to maximize local employment opportunities associated with future projects.
- Continue improvements to the Nunavut Apprenticeship Program, working with relevant stakeholders as necessary, including drafting revisions to the Act and Regulations.
- Develop new sources of labour market information on occupational supply and demand to inform program delivery and meet the needs of clients.
- Work with other government departments and agencies to undertake a review of programming provided to youth and persons with disabilities.
- Work with other government departments and agencies to promote trades career options for women in Nunavut.

## *Department of Family Services*

- Work with other government departments and agencies to review supports for women looking to enter the trades in Nunavut.

### **Priorities (2020-21)**

- Begin the legislative process to amend the *Student Financial Assistance Act* and Regulations.
- Continue to work with Nunavummi Nangminiqqtunik Ikajuuti Secretariat to explore opportunities to proactively provide skills and trades training in communities to maximize local employment opportunities associated with future projects.
- Continue improvements to the Nunavut Apprenticeship Program, working with relevant stakeholders as necessary, including finalizing revisions to the Act and Regulations.
- Begin development of the new integrated case management information system for all Career Development programs.
- Undertake a formal evaluation of programs and services directed at youth, persons with disabilities, and women.

### **Priorities (2021-22)**

- Implement changes to the *Student Financial Assistance Act* and Regulations.
- Continue to work with Nunavummi Nangminiqqtunik Ikajuuti Secretariat to explore opportunities to proactively provide skills and trades training in communities to maximize local employment opportunities associated with future projects.
- Implement the new *Apprenticeship Act* and Regulations.
- Continue to develop the new integrated case management information system.
- Develop a plan to address the recommendations stemming from the evaluation of programs and services directed at youth, persons with disabilities, and women, and work with government departments and agencies to implement any changes.



## Financial Summary

Branch	2018-2019 Main Estimates		2019-2020 Main Estimates		2020-2021 Planned		2021-2022 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>Corporate Management</b>								
Compensation & Benefits	7,397	44.0	7,968	56.0	7,993	56.0	7,993	56.0
Grants & Contributions	1,582		2,756		2,756		2,756	
Other O&M	1,725		1,997		1,968		1,968	
Subtotal	10,704		12,721		12,717		12,717	
<b>Children and Family Services</b>								
Compensation & Benefits	12,562	95.5	12,462	95.5	13,107	100.5	13,107	100.5
Grants & Contributions	3,054		3,470		3,470		3,470	
Other O&M	48,331		49,008		49,008		49,008	
Subtotal	63,947		64,940		65,585		65,585	
<b>Income Assistance</b>								
Compensation & Benefits	6,222	51.2	6,327	52.8	6,327	52.8	6,327	52.8
Grants & Contributions	52,897		54,962		54,962		54,962	
Other O&M	884		771		771		771	
Subtotal	60,003		62,060		62,060		62,060	
<b>Career Development</b>								
Compensation & Benefits	4,212	46.0	4,028	36.0	4,028	36.0	4,028	36.0
Grants & Contributions	11,600		11,600		11,600		11,600	
Other O&M	2,747		1,970		1,970		1,970	
Subtotal	18,559		17,598		17,598		17,598	
<b>Total</b>	<b>153,213</b>	<b>236.7</b>	<b>157,319</b>	<b>240.3</b>	<b>157,960</b>	<b>245.3</b>	<b>157,960</b>	<b>245.3</b>

## Inuit Employment Plan

Departmental Inuit Employment Targets				
Family Services	As of Sept. 30, 2018		As of March 31, 2020	
	Capacity %		Capacity %	
<b>Total Department Positions</b>	<b>236.86</b>		<b>240.3</b>	
Total Filled Positions	178.33	75%	181	75%
Total Vacancies	58.53	25%	59.3	25%
<b>Total Inuit</b>	<b>108.33</b>	<b>61%</b>	<b>113.33</b>	<b>63%</b>
<b>Total Executive Positions</b>	<b>2</b>		<b>2</b>	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	1	50%	1	50%
<b>Total Senior-Management Positions</b>	<b>10</b>		<b>10</b>	
Total Filled Senior-Management Positions	7	70%	10	100%
Total Vacant Senior-Management Positions	3	30%	0	0%
Total Inuit in Senior-Management Positions	1	14%	2	20%
<b>Total Middle-Management Positions</b>	<b>24</b>		<b>24</b>	
Total Filled Middle-Management Positions	22	92%	19	79%
Total Vacant Middle-Management Positions	2	8%	5	21%
Total Inuit in Middle-Management Positions	11	50%	11	58%
<b>Total Professional Positions</b>	<b>96</b>		<b>96</b>	
Total Filled Professional Positions	65	68%	68	71%
Total Vacant Professional Positions	31	32%	28	29%
Total Inuit in Professional Positions	19	29%	23	34%
<b>Total Paraprofessional Positions</b>	<b>77.76</b>		<b>80.2</b>	
Total Filled Paraprofessional Positions	58.23	75%	58	72%
Total Vacant Paraprofessional Positions	19.53	25%	22.2	28%
Total Inuit in Paraprofessional Positions	53.23	91%	53.23	92%
<b>Total Administrative Positions</b>	<b>27.1</b>		<b>28.1</b>	
Total Filled Administrative Positions	24.1	89%	24	85%
Total Vacant Administrative Positions	3	11%	4.1	15%
Total Inuit in Administrative Positions	23.1	96%	23.1	96%

### Capacity

Since inception, the department has consistently built capacity while maintaining its levels of Inuit representation. The department experiences similar capacity challenges that other departments and organizations with Nunavut-wide operations face. These issues include a labour market where demand greatly exceeds supply, limited access to office and operations spaces, and

high turnover. These challenges are manageable obstacles and the department believes that Inuit representation can be further improved upon in this environment.

The Department Family Services is working hard to plan, build, and implement policies, organizational structures and mechanisms that will increase Inuit representation amongst the workforce. Achieving some of the department's objectives will require working with other departments and Nunavut organizations. The department believes it can achieve its expectations by working hard on Inuit employment goals and working collaboratively with partners.

The department is currently developing three major Inuit employment opportunities that will greatly improve its Inuit representation in the Professional, Middle Management and Senior Management roles.

### **Inuit Employment Plans**

#### **March 31, 2020 Inuit Employment Target Positions**

- The Department of Family Services has filled 43% of the target positions (3 out of 7) with Inuit.

#### **Priorities (2018-19)**

- Identify new recruitment and retention programs to address IEP gaps.  
*Status: The department is working with the Department of Finance on a pilot project for mass hiring of Community Social Services Worker positions through the use of generic positions and eligibility lists. The department expects this pilot project to be rolled out by March 2019.*
- Identify Inuit cultural competency training programs for all supervisors.  
*Status: Staff were encouraged to take cultural competency programs offered on the government training calendar.*
- Continue to identify positions to be filled with Inuit hired through competitions subject to the Priority Hiring Policy or through the use of restricted competitions.  
*Status: The new positions of Foster Care Coordinators (3 PY's) are targeted to Inuit employment.*
- Promote education leave and professional development opportunities to staff.  
*Status: Two Inuit staff are attending the Nunavut Arctic College Social Services program.*
- Identify opportunities for Inuktitut speaking employees to take training programs in Inuktitut.  
*Status: The department will defer this priority to 2019-20.*

#### **Priorities (2019-20)**

- Continue to encourage Inuit cultural competency training programs for all supervisors.

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- Continue to review existing job descriptions with a goal of reducing systemic and artificial barriers to Inuit representation.
- Continue to identify positions to be filled with Inuit hired through competitions subject to the Priority Hiring Policy or through the use of restricted competitions.
- Develop a pilot project for mass hiring of Community Social Services Worker positions through the use of generic positions and eligibility lists.
- Draft business cases for additional PYs targeted for Inuit employment.
- Identify opportunities to support the Department of Human Resource's Career Broadening Program in the policy field.
- Identify opportunities for Inuktitut speaking employees to take training programs in Inuktitut.
- Identify succession plans for potential retirements that would include Acting assignments and mentoring for current Inuit staff.

### **Priorities (2020-21)**

- Establish new recruitment and retention programs to address Inuit Employment Plan gaps.
- Establish Inuit cultural competency training programs for all supervisors.
- Continue to provide Inuktitut speaking employees with the opportunity to take training programs in Inuktitut.

**Department of  
Environment**

**Business  
Plan**

**2019-2022**

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## CORE BUSINESS

The Department of Environment has the lead responsibility in the Government of Nunavut (GN) for ensuring the protection, promotion and sustainable use of natural resources in Nunavut through the management of the environment, wildlife, fisheries and parks. The department has the lead responsibility for establishing climate change adaptation and mitigation programs for Nunavut. The department delivers a wide range of regulatory and program functions, and implements specific statutory and legal obligations of the GN, including a number of commitments under the Nunavut Agreement.

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

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

	<b>Budget (\$000)</b>			
	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
Corporate Management	5,880	<b>5,880</b>	5,880	5,880
Wildlife Management	12,151	<b>12,151</b>	12,151	12,151
Environmental Protection	3,862	<b>3,862</b>	3,862	3,862
Fisheries and Sealing	3,678	<b>3,678</b>	3,678	3,678
Parks and Special Places	2,171	<b>2,171</b>	2,171	2,171
<b>TOTAL</b>	<b>27,742</b>	<b>27,742</b>	<b>27,742</b>	<b>27,742</b>

All divisions are responsible for sector-specific program development and delivery as well as providing support for corporate management of the department.

### Corporate Management

Corporate Management is carried out by the Directorate, the Policy, Planning and Legislation division, the Corporate Services division, and the Climate Change Secretariat.

The Directorate is responsible for overall management and direction of the Department of Environment and includes the offices of the Deputy Minister and Assistant Deputy Minister. The Directorate provides leadership to the department and ensures programs and services delivered by the department reflect the priorities of the government. The Directorate is also responsible for leading the incorporation of Inuit Societal Values into all department activities.

The Policy, Planning and Legislation division is responsible for integrating and coordinating policy, legislation development, and planning functions of the department, and providing advice on policy and strategic direction to the Directorate, as required. The division works to ensure

effective communications within the department, the GN and with Nunavummiut, as well as with national and international audiences. The division also develops environmental education materials and coordinates many departmental outreach initiatives.

The Corporate Services division provides overall support to the department and ensures that all programs and services are effectively managed. It ensures that the financial and human resources operations of the Department of Environment are carried out in accordance with the policies and procedures of the department and the GN.

The Climate Change Secretariat is guided by: *Upagiaqtavut* - the GNs climate change adaptation strategy; the *Pan-Territorial Adaptation Strategy*; and the clean energy-related aspects of *Ikummatiit* - the GNs energy strategy, as they relate to Nunavut's commitments on climate change adaptation and mitigation. Climate Change Secretariat builds public awareness around the impacts of climate change and establishes territory-wide outreach activities. Climate Change Secretariat supports national and international initiatives on climate change and promotes awareness of Inuit Qaujjimajatuqangit of climate change and its integration into decision-making in Nunavut.

### Objectives

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

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2022-22
<b>Directorate</b>		845	<b>845</b>	845	845
The Directorate is responsible for overall management and direction of the Department of Environment.					
<b>Policy, Planning and Legislation</b>		1,169	<b>1,169</b>	1,169	1,169
Policy, Planning and Legislation oversees all corporate planning, legislation and policy development along with associated research, communications and public education.					
<b>Corporate Services</b>		2,548	<b>2,548</b>	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.					
<b>Climate Change Secretariat</b>		1,318	<b>1,318</b>	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.					
<b>Total, Corporate Management</b>		<b>5,880</b>	<b>5,880</b>	<b>5,880</b>	<b>5,880</b>

**Priorities (2018-19)**

- Establish strategic partnerships with Inuit organizations, the federal government, and the private sector to meet the needs of our communities.  
*Status: The department continues to work with Inuit organizations, the federal government and the private sector on a number of issues to meet the needs of Nunavummiut.*
- Work with the Government of Canada to implement Nunavut-specific priorities in the *Pan-Canadian Framework on Clean Growth and Climate Change*.  
*Status: The Climate Change Secretariat coordinated Nunavut's projects proposal submissions to the Low Carbon Economy Fund for which QEC and NHC received a total of \$12M for energy projects. The department also participated in the drafting of the Northern Adaptation Strategy. This Strategy is anticipated to be finalized by the end of the fiscal year.*
- Evaluate past climate change programs for efficacy, develop recommendations for future programming, and identify GN-wide need for improved adaptation and mitigation policies.  
*Status: The Climate Change Secretariat participated in the development of the 2018 Report of the Auditor General of Canada to the Legislative Assembly of Nunavut-Climate Change in Nunavut. A report summarizing the GN's commitments to address the Office of the Auditor General's recommendations was tabled in the Legislative Assembly in October 2018.*
- Expand community literacy in climate change adaptation, mitigation and energy through a series of awareness campaigns.  
*Status: The Climate Change Secretariat, in partnership with other GN departments and agencies, created a promotional campaign for the Energy Wise and Energy Wise at Work campaigns. These campaigns will continue into 2019-20.*
- Begin initial assessments and engagement on Community Energy Planning.  
*Status: The Climate Change Secretariat continues to develop partnerships with key stakeholders about Community Energy Planning in Nunavut.*
- Launch the Nunavut Online Hunter Education Course Nunavut-wide as part of a two-year pilot project.  
*Status: The Nunavut Online Hunter Education Course was launched in May 2018.*
- Publish series of pamphlets/books outlining harvesting skills and techniques specific to individual Nunavut species. This is an ongoing priority with this year's focus on publishing *Hunting Polar Bear in the Winter* and beginning work on a narwhal hunt book and video.  
*Status: The department released the Hunting Polar Bear in Winter book in October 2018. Filming of the narwhal hunt was completed and the department is working with the publisher to finalize the narwhal hunt book and video for a proposed 2019 release.*
- Begin development of a Nunavut Trapper Education Program.  
*Status: The department has completed a jurisdictional scan of trapper education in Canada. The department is working internally and externally with our co-management partners to aid in the development of a made in Nunavut training program.*

**Priorities (2019-20)**

- Identify options for programs and policies that support Nunavut's ability to respond to the impacts of climate change.
- Develop an interdepartmental venue to incorporate climate change into government practices.
- Collaborate with the Departments of Community and Government Services and Finance to incorporate climate change considerations into the capital planning process.
- Develop Community Energy Plans in communities across Nunavut.
- Support the Qulliq Energy Corporation in accessing and developing renewable energy projects and collaborate on innovative ways to reduce Nunavut's reliance on diesel fuel.
- Collaborate with Education regarding the Harvester Education Program to determine the most effective methods of program delivery across the territory.
- Continue developing resources and modules for the Nunavut Trapper Education Program.

**Priorities (2020-21)**

- Begin the implementation of Community Energy Plans.
- Review the existing territorial Climate Change Strategy and assess needs for updating or replacing it.
- Investigate options for developing an Energy Efficiency Rebate Program for Nunavummiut.
- Work with Education to finalize the delivery of the Harvester Education Program across the territory.

**Priorities (2021-22)**

- Update the 2016-2021 Climate Change Strategic Plan.
- Continue the implementation of Community Energy Plans.
- Explore opportunities for conducting a GN wide risk assessment of climate change impacts.
- Continue to offer climate change training to GN employees.
- Finalize the resources and modules for the Nunavut Trapper Education Program for the proposed 2021-22 release date.

## Wildlife Management

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

### Objectives

- Provide up-to-date information from various sources, including in-house scientific research and IQ, to co-management partners in order to make responsible wildlife management and land use decisions.
- Develop wildlife management plans with co-management partners in order to protect wildlife populations.
- Meet national and international obligations.
- Provide support and resources to co-management partners and harvesters.
- Ensure legislative and regulatory compliance through education and enforcement.

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
<b>Wildlife Operations</b>		6,401	<b>6,401</b>	6,401	6,401
Wildlife Operations coordinates all wildlife management functions. It covers the delivery of wildlife management responsibilities at the community level through a network of conservation officers to ensure wildlife laws and regulations are followed. This program also serves as the main link to communities on a variety of other programs relating to use of renewable resources.					
<b>Wildlife Research</b>		4,734	<b>4,734</b>	4,734	4,734
Wildlife Research includes scientific research, wildlife monitoring and the collection, and analysis of Inuit knowledge and Inuit Societal Values research. Development of management plans, regulations and conservation recommendations for consideration by the Nunavut Wildlife Management Board (NWMB) are achieved through extensive community and stakeholder consultations.					
Wildlife Research works with Hunters and Trappers Organizations (HTOs), Regional Wildlife Organizations (RWOs), Nunavut Wildlife Management Board, territorial parks co-management committees, as well as national and international management bodies. This section also reviews land use applications, monitors land use impacts and develops recommendations with respect to wildlife and wildlife habitat.					
<b>Hunters and Trappers Organizations</b>	438		<b>438</b>	438	438
This program area involves provision of core operating funding to each of Nunavut's 25 community-based HTOs to allow them to play an active role, with the GN, in the local management of renewable resources.					

**Regional Wildlife Organizations**            223                      **223**                      223                      223

This program area involves provision of core operating funding to each of Nunavut’s three RWOs.

**Wildlife Community Support and Contributions**            355                      **355**                      355                      355

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

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

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**Priorities (2018-19)**

- Fulfil our obligations under the Nunavut Agreement.  
*Status: This is an ongoing departmental priority. The department continues to manage wildlife based on Article 5 of the Nunavut Agreement and work with all our co-management partners on all aspects of wildlife management.*
  
- Respond to the needs of Nunavummiut in terms of food security as per Turaaqtavut priorities.  
*Status: This is an ongoing departmental priority. Our research and wildlife management activities focus on ensuring wildlife populations are harvested at sustainable levels to ensure future generations of Nunavummiut have access to wildlife for cultural and economic needs.*
  
- Continue to survey the Davis Strait polar bear subpopulation to estimate distribution and abundance.  
*Status: The second of three field seasons is complete with sample analysis to follow.*
  
- Undertake a population survey of the western Kitikmeot caribou herds.  
*Status: Completed. The Department of Environment collaborated with the Government of Northwest Territories on the surveys of the Bathurst and Bluenose East caribou herds during Spring 2018. The final report and new population estimate will be ready by summer 2019 and community consultations will be planned for later in 2019-2020.*
  
- Develop an electronic enforcement database and reporting system.  
*Status: This is currently in development with an anticipated rollout of the program to occur in fiscal 2019-2020. This program will accommodate the enforcement reporting and tracking needs of all department enforcement officers (Parks Officers, Environmental Protection Officers and Conservation Officers).*

- Provide a new population estimate and Total Allowable Harvest recommendations for Southern Hudson Bay polar bear population to Nunavut Wildlife Management Board based on survey results and community consultations.  
*Status: Reports and survey results were shared with all the relevant management authorities. A working group of relevant jurisdictions was formed to discuss the management objectives going forward for the Southern Hudson Bay polar bear subpopulations. The aim is to submit new Total Allowable Harvest recommendations to the Nunavut Wildlife Management Board in fiscal 2019-20.*
- Provide a new population estimate of the Gulf of Boothia and M'Clintock Channel polar bear sub-populations to Nunavut Wildlife Management Board.  
*Status: Additional analysis is required and ongoing to provide a proper population estimate based on the sample size and quality collected during the field component of the study. Results will be submitted to the communities and Nunavut Wildlife Management Board by summer 2019-20.*
- Undertake a population estimate for the Beverly and Ahiak caribou herds.  
*Status: A population estimate survey was completed in spring 2018 for the Beverly caribou herd. The Ahiak population was not included in the survey due to time and funding constraints. This priority is carried over to fiscal 2019-20.*
- Complete a population survey on the Dolphin and Union caribou herd.  
*Status: The population survey of the Dolphin and Union caribou herd was completed in October 2018. Results will be submitted to the communities and Nunavut Wildlife Management Board by fall 2019-20.*
- Continue management of Baffin Island Caribou including harvest management and ongoing monitoring.  
*Status: The final report was completed on the 2015-2018 composition surveys on the Baffin Island Caribou. The Baffin Island Caribou draft management plan has been updated with Baffin consultations planned for January 2019. The department anticipates making a submission on the management plan to the Nunavut Wildlife Management Board regular meeting in March 2019.*

#### **Priorities (2019-20)**

- Provide a new population estimate of the Davis Strait polar bear population to Nunavut Wildlife Management Board.
- Initiate a survey of the Lancaster Sound polar bear sub-population to estimate distribution and abundance.
- Submit survey results for the Beverly caribou herd to Nunavut Wildlife Management Board.
- Finalize studies to determine grizzly bear population estimate and density in the Kivalliq region.

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- Submit survey results for the Dolphin and Union caribou herd to Nunavut Wildlife Management Board.
- Implement BioSCS sample payment system territory-wide to facilitate the Support for Active Harvesters Program. This program will accurately track payments made to harvesters when they submit requested biological samples.
- Finalize the Conservation Officer training program and schedule.
- Finalize updates to licenses and permits to adhere to the current legislation to be compatible with the electronic licensing system under development.
- Undertake a review the *Wildlife Act*, SNu 2003, c 26 to identify any amendments or additions.
- Undertake a population estimate for the Ahiak caribou herd.

### **Priorities (2020-21)**

- Continue to survey the Lancaster Sound polar bear subpopulation to estimate distribution and abundance.
- Begin plans for a survey of the Foxe Basin polar bear subpopulation to estimate distribution and abundance.
- Initiate research on Peary caribou movement ecology.
- Initiate community-based Polar Bear Guard training (development in 2019/20) with anticipated implementation in 2020/21.
- Submit harvest recommendations to the Nunavut Wildlife Management Board for the Davis Strait polar bear subpopulation.

### **Priorities (2021-22)**

- Initiate a survey of the Foxe Basin polar bear sub-population to estimate distribution and abundance.
- Initiate a survey of the Western Hudson Bay polar bear sub-population to estimate distribution and abundance.



## Environmental Protection

The Environmental Protection Division is responsible for protecting the people, wildlife, and natural spaces of Nunavut. This is accomplished through the work of five sections: Enforcement, Compliance and Pollution Prevention, Environmental Assessment and Land Use Planning, Contaminated Sites, and Water.

The division enforces Nunavut’s environmental acts and regulations, primarily the *Environmental Protection Act*. The division develops environmental guidelines to educate the general public and industry about their responsibilities under the legislation. 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)	2018-19	2019-20	2020-21	2021-22
<b>Environmental Operations</b>		1,361	<b>1,361</b>	1,361	1,361
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.					
<b>Enforcement, Compliance and Pollution Prevention</b>		512	<b>512</b>	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.

<b>Environmental Assessment and Land Use Planning</b>	339	<b>339</b>	339	339
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This section is responsible for supporting The Department of Environment and the GN in the delivery of obligations under the Nunavut Agreement for environmental assessment, land use planning and general monitoring.

This section is the first point of contact for Nunavut’s land and resource management boards to access the GNs expertise on air, land, water and wildlife and work to identify and mitigate potential impacts from development. The section works with the Department of Economic Development and Transportation to coordinate the GNs participation in the screening, environmental impact assessment, and on-going monitoring of resource development projects in Nunavut. It coordinates GN responses to the Nunavut Planning Commission in the development, review, and approval of land use plans and planning policies that guide resource development in the territory, and supports the fulfillment of Nunavut Agreement Article 12.7.6 obligations for general monitoring. In the delivery of these functions, the section works closely with the interdepartmental Environmental Assessment Review Team and Sustainable Development Advisory Group.

<b>Contaminated Sites</b>	1,500	<b>1,500</b>	1,500	1,500
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This section undertakes work relating to contaminated sites, including identification, assessment of environmental liabilities, and risk assessments associated with the Government of Nunavut liabilities.

<b>Water</b>	150	<b>150</b>	150	150
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This section supports building capacity and knowledge prior to the devolution of water resource-related responsibilities from the Government of Canada. It also supports negotiations on transboundary watershed agreements with neighbouring jurisdictions, as per Section 13.10.1 of the Nunavut Agreement.

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<b>Total, Environmental Protection</b>	<b>3,862</b>	<b>3,862</b>	<b>3,862</b>	<b>3,862</b>
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**Priorities (2018-19)**

- Complete any outstanding work required to assign an accurate dollar figure to GN environmental liabilities, and explore options for moving forward.  
*Status: High-end estimates were completed – ongoing work will continue to narrow down high-end costs as well as updating the Contaminated Sites database and update cost estimate listing the sites as liabilities through the Department of Finance.*
- Develop a practical guide for managing large volumes of petroleum-hydrocarbon-contaminated materials at remote sites and communities.  
*Status: The department is working with Community and Government Services Petroleum Products Division in the development of guidelines for the operation of land farms. Due to the extent of this work, it will not be completed until 2021.*
- Reassess priorities and continue with the ongoing development of environmental assessment and land use planning related guidelines for industry.

***Status:** Two development guidelines modules are in draft-form and once approved will provide industry with recommendations for mitigating road and blasting impacts to wildlife. An Environmental Assessment Review Team review of these draft modules is occurring but due to the vast size of the project and input from stakeholder, the timeline is pushed to 2019-2020 for completion.*

- Establish strategic partnerships with Inuit organizations, the federal government, and the private sector to meet the needs of our communities.  
***Status:** Community and Government Services, Qulliq Energy Corporation, Fisheries and Marine Institute of Newfoundland and Labrador and C-Core collaborated to develop Spill Instructor training to build capacity within communities. There will be a revolving training system put in place to continually train communities over a five-year period.*
- Collaborate with GN departments and agencies to review and assess the department's participation in the Nunavut Impact Review Board process over the last five years, under the existing Environmental Assessment Review Team structure.  
***Status:** Government of Nunavut participation in environmental assessment is reviewed financially and qualitatively through annual budget reports, drafted by DOE and reviewed interdepartmentally through the Environmental Assessment Review Team. A broader review will be outsourced through the Environmental Assessment Review Teamwork plan and is proceeding through internal processes for approval.*
- Work with Health Canada to report the Air Quality Health Index for all communities with air quality monitoring stations.  
***Status:** Completed. Air Quality Health Indices are being broadcast from Kugluktuk, Iqaluit and Arviat and publically accessible via Environment Canada.*
- Continue work required to determine and an accurate assessment of GN environmental liabilities, and explore any potential human health risks associated with the Nunavut sites.  
***Status:** Staff visited one site in 2018-19 and is working with a consultant to prepare a final report. This report will guide the department's long term monitoring and response for this site.*
- Enhance and develop new components of the anti-littering program.  
***Status:** Completed. Anti-littering posters have been developed and sent to all communities to educate and support community cleanup efforts.*
- Update environmental guidelines for fuel tanks to raise public awareness around ways to reduce spills.  
***Status:** Research into fuel delivery systems is ongoing to ensure best practices will be supported in the guidelines.*

**Priorities (2019-20)**

- Develop a cumulative effects framework to track individual projects in relation to other developments in the territory focusing on such things as water quality, wildlife, and important habitats.
- Update the Environmental Protection Division Strategic Plan.
- Review and update environmental guidelines.

**Priorities (2020-21)**

- Work with industry sectors in Nunavut to develop spill reduction training for their employees.
- Review capacity needs for dealing with the implementation of the final Nunavut Land Use Plan by the Nunavut Planning Commission.
- Review and update environmental guidelines.

**Priorities (2021-22)**

- Review capacity needs for the completion and implementation of the Nunavut Water Management Strategy.
- Review and update the Environmental Protection Act to ensure it is relevant and consistent with current environmental practices.
- Create new strategic Plan for the Environmental Protection Division.

**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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Division Operations</b>		1,996	<b>1,996</b>	1,996	1,996
The Fisheries and Sealing Division operates a number of programs. It acts as an advocate for the industries within Nunavut, Canada, and internationally. It provides advice on business development and investment opportunities; supports human resource development for the fishing, sealing and fur harvesting sectors; and crews and operates Nunavut's two research vessels, the <i>RV Nuliajuk</i> and the <i>MV Papirug</i> . It sustains and builds partnerships with Inuit organizations, federal departments, and other Nunavut interest groups to support research and development in fisheries, sealing and fur sectors.					
<b>Commercial Fisheries Freight Subsidy</b>		190	<b>190</b>	190	190
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.					
<b>Fisheries Development &amp; Diversification Program</b>		525	<b>525</b>	525	525
The Fisheries Diversification & Development Program provides financial assistance to Nunavut's fishing industry. The program supports research and development initiatives that are of industry-wide benefit, and contributes to businesses, organizations and individuals undertaking viable fisheries development and diversification initiatives.					
<b>Seal and Fur Programs Policy</b>		805	<b>805</b>	805	805
The Seal and Fur Programs Policy provides support for individuals and organizations involved in the harvesting of Nunavut's seal and furbearers. This program provides funding through its five program areas, Fur Assessment and Advance, Fall Incentive, Sealskin Purchasing, Dressed Sealskins for Nunavummiut, and Seal and Fur Contributions.					
<b>Nunavut Fisheries and Marine Training Consortium</b>		150	<b>150</b>	150	150
The Nunavut Fisheries and Marine Training Consortium is a major long-term initiative that provides training opportunities for Nunavut Inuit under the Nunavut Agreement, interested in pursuing careers in the fishing industry.					
<b>Fur Institute</b>		12	<b>12</b>	12	12
This program is a contribution made to the Fur Institute of Canada to support fur industry advocacy and implementation of the International Agreement on Humane Trapping Standards.					
<b>Total, Fisheries and Sealing</b>		<b>3,678</b>	<b>3,678</b>	<b>3,678</b>	<b>3,678</b>

**Priorities (2018-19)**

- Support the development of marine resources and fur resources for the long-term benefit of Nunavummiut as outlined in the 2016-2020 Fisheries Strategy.

*Status:* Various research projects and vessel work have been completed. Outcomes will be incorporated into 2019/2020 annual implementation planning meeting among stakeholders.

- Complete the Nunavut Fisheries Implementation Plan and other action plans as identified in the 2016 Fisheries Strategy.  
*Status:* Terms of reference were completed. The department anticipates a draft implementation plan to be completed by the end of fiscal 2018-2019.
- Implement recommendations from the review of the Commercial Fish Freight Subsidy Program and the Fisheries Development and Diversification Program.  
*Status:* The implementation of recommendations are being considered in light of available budgets and priorities.
- Deliver the Nunavut Community Aquatic Monitoring Program in at least one community to build community capacity for fisheries monitoring and data collection.  
*Status:* A Nunavut Community Aquatic Monitoring Program was delivered in Cape Dorset in 2018-2019.
- Complete the final Nunavut Coastal Resource Inventory to continue to document essential baseline Inuit Qaujimajatuqangit data for all Nunavut communities in support of fisheries development.  
*Status:* The final community to be inventoried, Baker Lake, was completed in 2018-2019.
- Undertake an in-depth analysis of data collected through Nunavut Coastal Resource Inventories, review all project materials, and publish a compiled Nunavut-wide resource inventory via a publically accessible website  
*Status:* This initiative will be carried over to the next fiscal year.
- Initiate the development of a Nunavut Seal and Fur Strategy.  
*Status:* Terms of reference were prepared in 2018-2019. This item is carried forward to 2019-2020.
- Initiate the development of a Nunavut Seafood Strategy (for the processing sector, including marketing and branding initiatives).  
*Status:* Terms of reference were prepared in 2018-2019. This item is carried forward to 2019-2020.

#### **Priorities (2019-20)**

- Support the development of marine resources and fur resources for the long-term benefit of Nunavummiut as outlined in the 2016-2020 Fisheries Strategy.
- Deliver the Nunavut Community Aquatic Monitoring Program in at least one community to build community capacity for fisheries monitoring and data collection.
- Begin re-visiting communities with completed Nunavut Coastal Resource Inventories to conduct an updated survey to capture changes over time and more in-depth harvest data.

- Undertake a midterm review of the Nunavut Fisheries Strategy to assess the progress made on the specific action items and priority areas identified in the strategy.
- Begin planning for 2021/2022 Fisheries Symposium.
- Continue the development of a Nunavut Seal and Fur Strategy.
- Continue the development of a Nunavut Seafood Strategy (for the processing sector, including marketing and branding initiatives).

#### **Priorities (2020-21)**

- Support the development of marine resources and fur resources for the long-term benefit of Nunavummiut as outlined in the 2016-2020 Fisheries Strategy.
- Undertake consultations for a renewed Fisheries Strategy 2022-2026.
- Deliver the Nunavut Community Aquatic Monitoring Program in at least one community to build community capacity for fisheries monitoring and data collection.
- Continue re-visiting community Nunavut Coastal Resource Inventories to capture changes over time and more in-depth harvest data.

#### **Priorities (2021-22)**

- Prepare a final review document on the 2016-2020 Fisheries Strategy.
- Host a Fisheries Symposium in Nunavut where stakeholders will look at accomplishments of the Fisheries Strategy to date, the future of the strategy and its continued implementation.
- Implement the Nunavut Seal and Fur Strategy.
- Implement the Nunavut Seafood Strategy (for the processing sector, including marketing and branding initiatives).
- Deliver the Nunavut Community Aquatic Monitoring Program in at least one community to build community capacity for fisheries monitoring and data collection.

### **Parks and Special Places**

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

Nunavut’s parks and special places are important destinations and attractions for Nunavummiut and our visitors. They showcase our rich natural and cultural heritage locally, regionally, nationally and internationally; strengthen and support local Inuit culture and communities

through promotion and development of land-based activities; and stimulate pursuit of traditional activities.

Parks and Special Places, through the *Umbrella Inuit Impact and Benefits Agreement for Territorial Parks in the Nunavut Settlement Area* and the Nunavut Agreement, are planned and managed jointly and are founded on sound and comprehensive resource information, Inuit Societal Values, local and scientific knowledge, and current technological and geospatial information.

## Objectives

- Protect and conserve the integrity of Nunavut’s natural and cultural heritage, its biodiversity and its significant, unique and valued natural and cultural landscapes and resources.
- Engage the community in conservation and heritage appreciation. Nunavut’s Territorial Parks and Special Places engage residents and visitors, and foster pride, understanding, knowledge, and appreciation of the territory’s diverse and unique natural and cultural heritage.
- Enhance visitor experiences. Nunavut’s Territorial Parks and Special Places promote opportunities for appropriate, safe and accessible recreation and increased public enjoyment consistent with the protection of natural and cultural values; and are important destinations and attractions for Nunavummiut and visitors and provide direct and indirect economic benefit to communities.

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
<b>Program Development</b>		364	<b>364</b>	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 ‘Katjaqnaaq’ brand; advising on park feasibility, planning and management; and coordinating divisional research needs. The line also contributes to conservation and sustainable land management through its roles in land use planning, development review, and community stewardship programs.					
<b>Operations and Planning</b>		1,662	<b>1,662</b>	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.					
<b>Geospatial Information and Land Tenure</b>		145	<b>145</b>	145	145
Geospatial Information and Land Tenure is responsible for the development, implementation, management and operation of the division’s Geographic Information System. The division also maintains accurate land tenure and descriptions for parks and special places; and manages and maintains of the department’s geospatial database; and provision of geographic information					



system products and services to the division, the department, other GN departments, and to external clients.

<b>Total, Parks and Special Places</b>	<b>2,171</b>	<b>2,171</b>	<b>2,171</b>	<b>2,171</b>
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### Priorities (2018-19)

- As required by the Inuit Impact Benefits Agreement, the department will implement the communication plan for the Draft Nunavut Parks Program that will serve as the basis for all future Territorial Parks' policies or legislative revisions.

*Status: The consultations on the Draft Nunavut Parks Program are underway for all the communities with a Territorial Park (except for Territorial Campground): Kugluktuk (Kugluk); Cambridge Bay (Ovayok); Sanikiluaq (Proposed Kinngaaluk); Pangnirtung (Kekerten); Cape Dorset (Mallikjuaq); Iqaluit (Sylvia Grinnell and Qaummaarviit); Kimmirut (Katannilik); Rankin Inlet (Iqalugaarjuup Nunanga); and Clyde River (Proposed Agguttinni).*
- Complete the approval process for the completed Master and Management Plans for the Agguttinni, Kugluk, Kinngaaluk and Ovayok Territorial Parks, as required by the Inuit Impact Benefit Agreement.

*Status: The Community Joint Planning and Management Committees and the Nunavut Joint Planning and Management Committees have approved the following Territorial Parks planning items: Kugluktuk (Kugluk Master and Management Plans); Cambridge Bay (Ovayok Master and Management Plans); Sanikiluaq (Proposed Kinngaaluk Master Plan); and Clyde River (Proposed Agguttinni Master Plan). All of these plans are proceeding through the Government of Nunavut's review and approval processes.*
- Establish and proceed with the training of the Community Joint Park Management and Planning Committee, for Rankin Inlet, Arviat and Grise Fiord Territorial Parks, as required by the Inuit Impact Benefit Agreement Implementation Plan.

*Status: The Community Joint Planning and Management Committee (CJPMC) was established in Rankin Inlet for the Iqalugaarjuup Nunanga Territorial Park. The Community of Arviat is reconsidering its support of a Territorial Park as initially proposed. The Inuit Impact and Benefits Agreement and Implementation Plan dictated a change in annual priorities for the establishment of the CJPMC in Grise Fiord to the 2019-20 fiscal year.*
- Develop the draft Master and Management Plans of existing Territorial Parks for Katannilik, Sylvia Grinnell/Qaummaarviit, Iqalugaarjuup Nunanga, Kekerten and Mallikjuaq Territorial Parks, as required by Inuit Impact Benefit Agreement Implementation Plan.

*Status: The Division and the respective Community Joint Planning and Management Committees have developed draft Master and Management Plans for the existing Territorial Parks Katannilik, Sylvia Grinnell/Qaummaarviit, Iqalugaarjuup Nunanga. The creation of draft Master and Management for Kekerten and Mallikjuaq Territorial Parks is carried over to the next fiscal year.*
- Develop the draft Master Plan for the proposed Nuvuk Territorial Park (Arviat), as required by Inuit Impact Benefit Agreement Implementation Plan.

***Status:** The department has been informed that both the Hamlet of Arviat and Arviat Hunters and Trappers Organization have reconsidered their support for the establishment of Nuvuk Territorial Park after completion of the Feasibility Phase of the Parks Establishment Process. The department will be reaching out to community stakeholders for their input on whether or not to proceed through the parks establishment process for the proposed Nuvuk Territorial Park.*

- Begin the development of Heritage Appreciation and Interpretive Plans, for Kugluk, Ovayok, Katannilik, Sylvia Grinnell/Qaummaarviit and Iqalugaarjuup Nunanga Territorial Parks as required by the Inuit Impact Benefits Agreement Implementation Plan.

***Status:** The division initiated the development of the Territorial Parks Heritage Appreciation and Interpretive Plans in the communities where the Territorial Parks Master and Management Plans have been completed. To date, this task has been completed for Kugluktuk (Kugluk); and is in process in Cambridge Bay (Ovayok). The development of Heritage Appreciation and Interpretive Plans for Katannilik, Sylvia Grinnell/Qaummaarviit, Iqalugaarjuup Nunanga, will be initiated in the next fiscal year.*

### **Priorities (2019-20)**

- Complete the approval process for the draft Nunavut Parks Program, as required by the Inuit Impact Benefit Agreement.
- Initiate the process to revise the current Territorial Parks legislation, following processes described in the Inuit Impact Benefit Agreement and the Government of Nunavut's Legislative Process.
- Proceed with the implementation of the approved Park Master Plans for Agguttinni, Kugluk, Kinngaaluk and Ovayok Territorial Parks.
- Proceed with the implementation of the approved Heritage Appreciation Plans for Kugluk, and Ovayok Territorial Parks.
- Complete the development and commence the approval process of the Master and Management Plans for Katannilik, Sylvia Grinnell/Qaummaarviit and Iqalugaarjuup Nunanga Territorial Parks, as required by the Inuit Impact Benefit Agreement Implementation Plan.
- Commence the approval process of the Proposed Nuvuk Territorial Park (in Arviat) Draft Master Plan, as required by the Inuit Impact Benefits Agreement Implementation Plan.
- Upon approval of the Park Master Plan, commence development of the Management Plans for Agguttinni, Kinngaaluk and Nuvuk Territorial Parks, as required by the Inuit Impact Benefit Agreement Implementation Plan.
- Complete the development of the Master and Management Plans for Kekerten and Mallikjuaq Territorial Parks and the Master Plan for Proposed Napartulik Territorial Park

(Axel Heiberg Island), as required by the Inuit Impact Benefit Agreement Implementation Plan.

- Complete or commence the development of Heritage Appreciation and Interpretive Plans for Katannilik, Sylvia Grinnell/Qaummaarviit, Iqalugaarjuup Nunanga, Agguttinni, Kinngaaluk and Nuvuk Territorial Parks, as required by the Inuit Impact Benefit Agreement Implementation Plan.
- Provide group shelters for Katannilik Park and Agguttinni Park as per the Parks Master Plans. Class 'D' or Class 'C' estimates have already been prepared for both parks.

**Priorities (2020-21)**

- Pursue the revision of the Territorial Parks legislation, following processes described in the Inuit Impact Benefit Agreement and the Government of Nunavut's Legislative Process.
- Proceed with the implementation of the approved Park Master Plans for Agguttinni, Kugluk, Kinngaaluk, Ovayok, Katannilik, Sylvia Grinnell/Qaummaarviit, Iqalugaarjuup Nunanga and Nuvuk Territorial Parks.
- Complete the approval process of the Kekerten and Mallikjuaq Territorial Parks Draft Master and Management Plans and of the Proposed Napartulik Territorial Park (Axel Heiberg Island) Draft Master Plan, as required by the Inuit Impact Benefit Agreement.
- Commence the development of Heritage Appreciation and Interpretive Plans for Kekerten and Mallikjuaq Territorial Parks.
- Proceed with the implementation of the approved Heritage Appreciation Plans for Kugluk, Ovayok, Katannilik, Sylvia Grinnell/Qaummaarviit, Iqalugaarjuup Nunanga, Kinngaaluk, Agguttinni, and Nuvuk Territorial Parks.

**Priorities (2021-22)**

- Facilitate the revision of the Territorial Parks legislation, following the process described in the Inuit Impact Benefit Agreement.
- Continue to maintain the appointments to the Community Joint Planning and Management Committees for Kugluk, Ovayok, Kinngaaluk, Agguttinni, Katannilik, Sylvia Grinnell/Qaummaarviit, Iqalugaarjuup Nunanga, Kekerten, Mallikjuaq, Napartulik and Nuvuk Territorial Parks, and for the Nunavut-Wide Joint Planning and Management Committee.
- Continue the implementation of the approved Park Master and Management Plans for Kugluk, Ovayok, Katannilik, Sylvia Grinnell/Qaummaarviit, Iqalugaarjuup Nunanga, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni, Napartulik and Nuvuk Territorial Parks.

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- Complete the development of Heritage Appreciation and Interpretive Plans for Kekerten and Mallikjuaq Territorial Parks.
- Commence the development of Heritage Appreciation and Interpretive Plans for Napartulik Territorial Park.
- Continue with the implementation of the approved Heritage Appreciation Plans for Kugluk, Ovayok, Katannilik, Sylvia Grinnell/Qaummaarviit, Iqalugaarjuup Nunanga, Agguttinni, Kinngaaluk, Mallikjuaq, Kekerten and Nuvuk Territorial Parks.

**Financial Summary**

Branch	2018-2019		2019-2020		2020-2021		2021-2022	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>Corporate Management</b>								
Compensation & Benefits	4,482	32.0	<b>4,482</b>	<b>34.0</b>	4,482	34.0	4,482	34.0
Grants & Contributions	25		<b>25</b>		25		25	
Other O&M	1,373		<b>1,373</b>		1,373		1,373	
Subtotal	5,880		<b>5,880</b>		5,880		5,880	
<b>Program Management</b>								
Compensation & Benefits	12,043	107.5	<b>12,043</b>	<b>107.5</b>	12,043	107.5	12,043	107.5
Grants & Contributions	2,053		<b>2,053</b>		2,053		2,053	
Other O&M	7,766		<b>7,766</b>		7,766		7,766	
Subtotal	21,862		<b>21,862</b>		21,862		21,862	
<b>Total</b>	<b>27,742</b>	<b>139.5</b>	<b>27,742</b>	<b>141.5</b>	<b>27,742</b>	<b>141.5</b>	<b>27,742</b>	<b>141.5</b>

## Inuit Employment Plan

Departmental Inuit Employment Targets				
Environment	As of Sept. 30, 2018		As of March 31, 2020	
	Capacity %		Capacity %	
<b>Total Department Positions</b>	<b>141.5</b>		<b>141.5</b>	
<b>Total Filled Positions</b>	89.5	63%	95.5	67%
<b>Total Vacancies</b>	52	37%	46	33%
<b>Total Inuit</b>	37	41%	46	48%
<b>Total Executive Positions</b>	<b>2</b>		<b>2</b>	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	1	50%	1	50%
<b>Total Senior-Management Positions</b>	<b>7</b>		<b>7</b>	
Total Filled Senior-Management Positions	4	57%	4	57%
Total Vacant Senior-Management Positions	3	43%	3	43%
Total Inuit in Senior-Management Positions	0	0%	0	0%
<b>Total Middle-Management Positions</b>	<b>18</b>		<b>18</b>	
Total Filled Middle-Management Positions	10	56%	11	61%
Total Vacant Middle-Management Positions	8	44%	7	39%
Total Inuit in Middle-Management Positions	3	30%	3	27%
<b>Total Professional Positions</b>	<b>31</b>		<b>31</b>	
Total Filled Professional Positions	18	58%	18	58%
Total Vacant Professional Positions	13	42%	13	42%
Total Inuit in Professional Positions	1	6%	1	6%
<b>Total Paraprofessional Positions</b>	<b>69</b>		<b>69</b>	
Total Filled Paraprofessional Positions	48	70%	51	74%
Total Vacant Paraprofessional Positions	21	30%	18	26%
Total Inuit in Paraprofessional Positions	26	54%	33	65%
<b>Total Administrative Positions</b>	<b>14.5</b>		<b>14.5</b>	
Total Filled Administrative Positions	7.5	52%	9.5	66%
Total Vacant Administrative Positions	7	48%	5	34%
Total Inuit in Administrative Positions	6	80%	8	84%

### Capacity

As of September 30, 2018, the Department of Environment is operating at 63% capacity, with 52 positions vacant. The department is actively seeking ways to ensure positions are being filled as well as increasing Inuit employment within the department.

## **Inuit Employment Plan**

March 31, 2018 Inuit Employment Target Positions – 5

- The Department of Environment has filled 40% of the target positions (2 out of 5) with Inuit.

### **Priorities (2018-19)**

- The department will continue to work with the GNs Sivuliqtiqsat Program to access internships in its territorial parks management positions.  
*Status: The department is in the process of hiring a second Inuk into the Parks system under the governments Sivuliqtiqsat Program for the position of Intern Director.*
- The department will identify six positions in the regional offices and headquarters that will be filled by Inuit.  
*Status: The department has identified the six positions, with two positions allocated per region. The department has been successful in filling one vacancy and is working through staffing processes on two others. This priority is continued into 2019-20.*
- The department will continue to work with stakeholders in 2018-19 to staff positions created specifically for Territorial Parks to be filled with Inuit.  
*Status: The department anticipates filling three positions by Inuit employees into the Parks system before March 31, 2019. The three positions are Joint Planning and Management Secretariat, Qikiqtaaluk Heritage Appreciation Regional Coordinator and Kivalliq/Kitikmeot Heritage Appreciation Regional Coordinator.*

### **Priorities (2019-20)**

- Continue to identify/create and fill positions, through restricted competition for positions identified and created for Inuit only.
- Development and implementation of hiring criteria in territorial parks to prioritize Inuit as well as enhancing training for Inuit. This includes rewriting job descriptions with the presence of Regional Inuit Associations and/or NTI on selection panels.
- Increase involvement in Nunavut Arctic College's Environmental Technology Program in order to inform Inuit graduates of potential roles they could have in the department as well as inform them of the further qualifications they require for other positions.
- Increase outreach in middle and high schools to encourage interest in environmental stewardship and careers with the department.

### **Priorities (2020-21)**

- Continue to identify/create and fill positions, through restricted competition for positions identified and created for Inuit only.

### *Department of Environment*

- Advancing the department's outreach work by coordinating workshops in the communities, job fairs and schools career days in the Territory.
- Enhance specialist training programs in parks by strengthening cooperation with Nunavut Arctic College.

#### **Priorities (2021-22)**

- Continue to identify/create and fill positions, through restricted competition for positions identified and created for Inuit only.
- Increase involvement in Nunavut Arctic College's Environmental Technology Program in order to inform Inuit graduates of potential roles they could have in the department as well as inform them of the further qualifications they require for other positions.



# **Department of Community and Government Services**

## **Business Plan**

**2019-2022**

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## CORE BUSINESS

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

	Budget (\$000)			
	2018-19	2019-20	2020-21	2021-22
Advisory and Administrative Services	12,457	<b>12,325</b>	12,325	12,325
Local Government & Municipal Transfer Payments	85,684	<b>87,355</b>	85,684	85,684
Information Management/Information Technology	39,447	<b>39,332</b>	36,806	36,567
Infrastructure	114,012	<b>116,635</b>	116,589	116,828
Petroleum Products* [ *Revolving Fund ]	-	-	-	-
<b>TOTAL</b>	<b>251,600</b>	<b>255,647</b>	<b>251,404</b>	<b>251,404</b>

### Advisory and Administrative Services

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

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
<b>Deputy Minister's Office</b>		751	<b>751</b>	751	751
Consists of the Deputy Minister's Office and a special advisor. Provides senior support to the Minister's office.					
<b>Policy and Planning</b>		887	<b>887</b>	887	887
Provides policy and legislative support for the senior managers and Minister. As well, provides the communications function for the department and the Minister's office.					
<b>Consumer Affairs</b>		473	<b>473</b>	473	473
Provides consumer protection services, lottery and business licensing to residents across Nunavut.					

Department of Community and Government Services

<b>Financial Services</b>	4,504	<b>4,504</b>	4,504	4,504
Provides financial management advisory services, external and internal reporting, and accounting services for the department.				
<b>Human Resources</b>	920	<b>920</b>	920	920
Provides human resources and corporate services for the department.				
<b>Procurement, Contract Support, and Logistics Services</b>	4,922	<b>4,790</b>	4,790	4,790
Provides centralized purchasing services for all government departments' goods, services and logistical requirements.				
<b>Total, Advisory and Administrative Services</b>	<b>12,457</b>	<b>12,325</b>	<b>12,325</b>	<b>12,325</b>

**Priorities (2018-19)**

- Provide leadership and support to divisions to ensure that Turaaqtavut priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.  
*Status: The department has developed planned actions to implement Turaaqtavut priorities. The department will continue to collaborate with other departments and public agencies to maximize service delivery and deliver on expectations through transparent, effective, and agile processes.*
- Lead in the development of initiatives to connect Nunavummiut to one another and the rest of Canada through strategic investment in telecommunications infrastructure.  
*Status: The department will pursue options to improve telecommunications for Nunavut, including fibre and low earth orbit technology. The department will also work with other departments and the federal government on strategic investment plans for telecommunications infrastructure in the territory.*
- In collaboration with the Department of Finance, continue to work on improvements to the Government of Nunavut's capital planning process.  
*Status: The department worked closely with the Department of Finance to ensure the annual capital planning process focuses on achieving a sustainable annual capital budget, while also considering long-term capital investment requirements.*
- Continue distribution of consumer affairs public education materials throughout Nunavut.  
*Status: The department has developed and posted materials on the website. The department will continue to provide updated information as required.*
- Explore potential of additional procurement methods to ensure the most efficient use of resources within the existing procurement framework.

*Status: The department has liaised with Federal, Provincial and Territorial (FPT) procurement departments on best practices and have considered additional procurement methods.*

- Continue to strengthen services provided through a continual improvement process framework and corresponding training and support.

*Status: The department's internal finance, procurement and human resource divisions collaborate annually to deliver department specific staff training in all regions to promote and enhance familiarity with new and existing processes.*

#### **Priorities (2019-20)**

- Continue to refresh and disseminate consumer affairs public education materials, which include clarification of federal responsibilities regarding consumer protection.
- Work with departments and the Territorial Corporations to standardize best practices in procurement, project management, monitoring, and enforcement to ensure efficient and effective application of the NNI Act and Regulations.
- Maintain and improve understanding, and associated responsibilities of financial management procedures for departmental staff in all regions through on-site education and training.
- Continue to strengthen services provided through a continual improvement process framework and corresponding training and support.

#### **Priorities (2020-21)**

- Continue to provide support and services for consumer protection and awareness, ensuring that Nunavummiut are aware of their rights and responsibilities in this area.
- Continue to explore additional procurement methods to ensure the most efficient use of resources within the existing procurement framework.

#### **Priorities (2021-22)**

- Continue to research, identify and implement operational efficiencies internal to Financial Services Division by leveraging technology to deliver effective and efficient client services.
- Ensure that the lottery licencing regulations are being met and followed, providing information and training to Nunavummiut.

## Local Government Services & Municipal Transfers

The Divisions of Community Development and Community Support are responsible for developing community capacity through partnerships and training programs for elected officials and municipal staff. The divisions assist communities with program and service delivery by providing monitoring and evaluation services. Financial support is provided for specialized community support programs.

Community Planning and Lands is responsible for administering Commissioner's Land in accordance with the *Commissioner's Land Act* and the *Nunavut Land Claims Agreement*, providing and monitoring community planning activities and providing property assessment services for all lands within Nunavut. Community Planning and Lands also supports communities in developing community sustainability plans.

Sport and Recreation is responsible for the promotion, development and delivery of amateur sport, recreation and physical activity opportunities for Nunavummiut through its head office in Baker Lake and additional staff that are located in Kugluktuk and Iqaluit. Sport and Recreation's clients include territorial sport and recreation organizations, sport clubs, volunteer organizations and municipal corporations. The division also coordinates Nunavut's participation in multi-sport games such as the Arctic Winter Games, Canada Winter and Summer Games, Western Canada Summer Games and the North American Indigenous Games.

The Emergency Management Office division is responsible for the provision of search and rescue operations and emergency preparedness.

Community Infrastructure supports community governments with capital planning and lifecycle management of municipal infrastructure. It works with the Nunavut Community Infrastructure Advisory Committee to identify community capital infrastructure plans and priorities and supports communities in developing and maintaining Integrated Community Sustainability Plans. The division is directly responsible for the implementation, management and reporting required under the Gas Tax Fund, the New Building Canada Fund and other Federal Infrastructure Programs.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2021-21</b>	<b>2021-22</b>
<b>ADM, Local Government</b>		416	<b>416</b>	416	416
The ADM, Local Government provides strategic direction over community and municipal support services, community infrastructure planning, sports and recreation and emergency services.					
<b>Community Development</b>		3,802	<b>3,802</b>	3,802	3,802
Develops and aids community development by fostering self-reliance, through initiatives that develop the capacity of communities to operate services.					



<b>Community Support</b>	1,972	<b>1,972</b>	1,972	1,972
The division is responsible for establishing and maintaining cooperative and collaborative partnerships with communities and internal and external stakeholders.				
<b>Municipal Training Grant</b>	170	<b>170</b>	170	170
Facilitates the development and delivery of municipal training initiatives in Nunavut.				
<b>Community Development Fund</b>	1,200	<b>1,200</b>	1,200	1,200
Supports community based capacity development in program management and delivery, self-monitoring and self-evaluation through training and development initiatives.				
<b>Community Planning and Lands</b>	4,101	<b>4,101</b>	4,101	4,101
Provides community planning, mapping, property assessments and land administration services. Supports communities in developing Community Sustainability Plans.				
<b>Technical Professional Studies Program</b>	80	<b>80</b>	80	80
Provides bursaries to students enrolled in post-secondary technical studies in the fields of Engineering, Informatics, Community Planning, Business Studies, College Programs in Fire Fighting, Training and Prevention and Land Administration.				
<b>Senior Citizen and Disabled Persons Tax Relief</b>	318	<b>318</b>	318	318
Provides tax relief in Iqaluit for senior citizens and disabled persons residing within the municipal tax authority.				
<b>Nunavut Association of Municipalities</b>	190	<b>190</b>	190	190
Financially assists the association representing Nunavut municipalities.				
<b>Nunavut Leader's Forum Funding</b>	150	<b>150</b>	150	150
Facilitates community leadership meetings in Nunavut.				
<b>Community Asset Protection Program</b>	850	<b>850</b>	850	850
Provides a contribution for the Municipal Insurance Exchange to offset incremental costs associated with municipal insurance coverage and to implement loss control program initiatives with focus on such critical areas as fire training and fire prevention.				
<b>Municipal Funding Program</b>	45,451	<b>45,451</b>	45,451	45,451
Allocates core funding that assists community governments to deliver municipal programs and services.				

**Water and Sewage**

<b>Funding Program</b>	8,018	<b>8,018</b>	8,018	8,018
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Provides funding to municipalities to offset the cost of water, the cost of water delivery and sewage removal services to local residents. Ensures that communities provide a reasonable level of water delivery and sewage removal services.

<b>Grant in Lieu of Taxes</b>	5,568	<b>5,568</b>	5,568	5,568
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Ensures fair compensation to tax-based municipal governments for municipal services provided to the GN.

<b>Mobile Equipment Block Funding</b>	2,513	<b>2,513</b>	2,513	2,513
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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**

<b>Administration</b>	2,137	<b>3,358</b>	2,137	2,137
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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**

<b>Grants &amp; Contributions</b>	3,934	<b>4,384</b>	3,934	3,934
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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.

<b>Emergency Management Office</b>	2,506	<b>2,506</b>	2,506	2,506
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Responsible for emergency preparedness plans and provides assistance to Nunavut communities in creating their own plans.

<b>Search and Rescue</b>	920	<b>920</b>	920	920
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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.

<b>Community Infrastructure</b>	1,388	<b>1,388</b>	1,388	1,388
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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.

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<b>Total, Local Government Services &amp; Municipal Transfers</b>	<b>85,684</b>	<b>87,355</b>	<b>85,684</b>	<b>85,684</b>
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**Priorities (2018-19)**

- Initiate the development of a drinking water strategy framework.  
*Status: Consultation between stakeholders has occurred to determine the scope of the strategy and next steps. This strategy framework will target the full spectrum of water delivery in Nunavut.*
- Work collaboratively with Municipalities to identify options to improve the integration of community infrastructure needs in the GN’s capital planning framework.  
*Status: The department worked with Municipalities to review the Integrated Community Sustainability Planning process and considered options to improve the integration of community infrastructure needs into the GN’s capital planning framework.*
- Initiate the development of a territorial framework on sport, recreation, and physical activity, which defines priorities, linkages, objectives, and responsibilities.  
*Status: The department is gathering information on best practices from the National Sport, Physical Activity and Recreation Policy. The department will continue to develop the framework in the next fiscal year.*
- Work collaboratively with GN departments to develop GN Departmental Emergency Preparedness Plans.  
*Status: The department has provided in-house Community Emergency Response Plan training, as well as Search & Rescue training. The department will work collaboratively with departments to develop updated departmental emergency preparedness plans.*
- Continue to work collaboratively with GN departments and the Nunavut Housing Corporation to implement the objectives in “The Blueprint for Action on Housing”.  
*Status: The department continues to meet its action item requirements under the “Blueprint for Action on Housing.” Regular updates on progress are provided through the ongoing Blueprint reporting process.*

**Priorities (2019-20)**

- Develop Drinking Water Strategy and Action Plan and distribute to relevant stakeholders.
- Develop a GN Long Term Infrastructure Plan in support of the delivery of the Investing in Canada Program funding.
- Implement identified options for improving the integration of community infrastructure and related asset management needs in the GN’s capital planning framework.

- Continue the development of a proposed territorial framework on sport, recreation, and physical activity and review with relevant stakeholders.
- Continue to work collaboratively with GN Departments to finalize development of updated comprehensive departmental Emergency Plans.
- Continue to work collaboratively with GN departments and the Nunavut Housing Corporation to implement the objectives in “The Blueprint for Action on Housing”.

**Priorities (2020-21)**

- Implement the Drinking Water Strategy.
- Develop a Nunavut Solid Waste Management Strategy in cooperation with Departments of Health and Environment.
- Monitor and update GN Long Term Infrastructure Plan for the Investing in Canada Program funding.
- Continue to work collaboratively with Municipalities to enhance capital planning capacity and ensure that asset management measures are implemented effectively.
- Complete the proposed territorial framework on sport, recreation, and physical activity, in consultation with relevant stakeholders.
- The department will develop a Territorial Emergency Plan, based on the GN departmental emergency plans.
- Continue to work collaboratively with GN departments and the Nunavut Housing Corporation to implement the objectives in “The Blueprint for Action on Housing”.

**Priorities (2021-22)**

- Monitor and update GN Long Term Infrastructure Plan for the Investing in Canada Program funding.
- Implement the Nunavut Solid Waste Management Strategy.

**Information Management/Information Technology**

The Information Management/Information Technology (IM/IT) is responsible for government-wide information and communications technology.

The division provides Government of Nunavut departments with a centralized and shared source of planning, development, procurement, operations and support for the computer hardware and

software application systems needed to collect, process, and retrieve information. IM/IT accomplishes this through a network of satellite communication systems, computer servers, applications software and user workstations, coordinated through a shared Helpdesk support system.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Telecommunications (Voice and Satellite)</b>		15,900	<b>15,900</b>	13,194	13,194
Provides the Government of Nunavut with telephone communication services including installation, maintenance, support and administration of telephone, video conferencing services, including Telehealth, Community Services Network, and the Satellite Network that supports the Core Business Network of the GN.					
<b>Information Technology</b>		22,400	<b>22,285</b>	22,465	22,465
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.					
<b>Computer Award Program Grant in Kind</b>		25	<b>25</b>	25	25
Supports student academic success in math and science and encourages students to pursue further academic studies leading to successful professional and technical careers in the knowledge based economy in Nunavut.					
<b>Informatics Cooperative Training Program</b>		240	<b>240</b>	240	240
To train beneficiaries, through a two-year co-op program, for informatics positions in efforts to improve Inuit representation in the GN Informatics workforce					
<b>Information Management</b>		882	<b>882</b>	882	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.					
<b>Total, Information Management/ Information Technology</b>		<b>39,447</b>	<b>39,332</b>	<b>36,806</b>	<b>36,567</b>

### **Priorities (2018-19)**

- Continue to roll out virtual desktop infrastructure with a focus on non-decentralized communities.  
*Status: Virtual desktop servers and infrastructure were deployed in all communities. Front-end deployment of workstations and software applications is in progress for all users. The virtual desktop platform is focused on an efficient user experience, and will run through traditional GN workstations. There are eleven communities remaining for transition.*
- Continue the development of the GN's Information Technology Disaster Recovery and Business Continuity Plans.  
*Status: Consultations with Microsoft have taken place to enhance disaster recovery planning. An assessment on the primary data centre and the data center air conditioning units determined a new Primary Data Center was required. A project is on-going with the Infrastructure Branch to bring the Primary Data Center online in 2019.*
- Develop network architecture/designs pertaining to network connectivity upgrades that are required to support the migration to the new T19 satellite starting in fall 2018 and continuing into 2019.  
*Status: The department continues to work with telecommunication providers and hardware vendors to implement the newly designed telecommunications network solution. Currently, there are eleven communities on the GN network prepared for transition to the new Northwestel services when they become available.*
- The department will continue to pursue the development of fibre optics for Nunavut, by continuing to seek the funding required to proceed with an undersea marine survey necessary to proceed with the construction of fibre optic cable.  
*Status: The Eastern Arctic Undersea Fibre Optic Network undersea study for phase one is underway and a desk side study took place in fall of 2018 for the Kivalliq region. These undersea and desk side studies will be used to seek federal funding for the installation of fibre in Nunavut.*
- Begin the development of policies & procedures and related training materials to support a transition towards a digital archival solution for all electronic and physical records.  
*Status: The department developed a plan for digitization of records. This initiative will be addressed in 2020.*
- Initiate the development of enterprise level policies and standards for the departmental use of cloud-based solutions.  
*Status: The department developed a major technology management policy for use of cloud-based solutions. The department has also developed joint policy with the Department of Health for transmission of information over e-mail, facsimile and mobile devices.*

### **Priorities (2019-20)**

- Continue the development of the GN's Information Technology Disaster Recovery and Business Continuity Plans.

- Continue implementation/upgrades of the territorial network to support the migration to the T19 satellite.
- The department will continue to pursue the options to improve telecommunications for Nunavut, including Fibre & Low Earth Orbit technology.
- Investigate options for a territorial wide digital archival solution for all electronic and physical records.
- Implement enterprise level policies and standards for the departmental use of cloud-based solutions.

**Priorities (2020-21)**

- Continue implementation of strategic Information and Communications Technology & Information Management infrastructure upgrades and their corresponding innovative solutions and related systems.
- Finalize the development of the GN's Information Technology Disaster Recovery and Business Continuity Plans.
- Continue to identify opportunities to enhance telecommunications through new funding agreements, strategic partnerships, and collaboration models.
- The department will continue to pursue the options to improve telecommunications for Nunavut, including Fibre & Low Earth Orbit technology.
- Complete the roll out of the digital archival solution for all electronic and physical records.

**Priorities (2021-22)**

- Develop information and data management processes and policies that treat data as an asset. The department will ensure effective governance and processes for classifying, storing, securing, managing, and analyzing GN information.
- Ensure support of innovative initiatives, architecture, and business transformation through the analysis of required resources, skillsets, and related training plans. Enhanced territorial connectivity will offer cost-effective advantages and opportunities for economic development and advancement.
- Establish efficient processes and program management to achieve expansion of territorial network capacity, corporate service availability, and minimize risks surrounding technical infrastructure design and solution delivery.
- Adopt an Enterprise Architecture framework and policies to align changing business needs with departmental strategies on information technology and management.

- Continue to identify opportunities to enhance telecommunications through new funding agreements, strategic partnerships, and collaboration models.
- The department will continue to pursue the options to improve telecommunications for Nunavut, including Fibre & Low Earth Orbit technology

## **Infrastructure**

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

Capital Projects Division plays a key leadership role in establishing infrastructure priorities, initiating projects and leading the planning phase of major capital projects. Working with Client Departments and Regional Infrastructure Offices from project initiation to project closeout, the primary role of this division is to provide high value solutions to achieve high performance projects delivered on schedule and on budget.

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

Technical Services Division provides engineering solutions for client departments in relation to both new capital projects and existing assets. The key strategic objectives are to provide technical oversight across the all five building disciplines – mechanical, electrical, structural, civil and architectural. The division provides technical building assessments, design reviews and construction inspections throughout the planning, design and construction phases. This division also provides technical assessments on existing building and oversees the energy management program.

Safety Services Division is responsible for the Chief Building Official's Office, the Office of the Fire Marshal, Chief Electrical Inspector's Office, Chief Elevator Inspector's Office and the Chief Boiler Inspector's Office. Each section provides oversight of their respective codes and standards to support safe buildings in Nunavut. The division provides plan reviews of new construction projects and inspection of facilities to ensure they comply with various building codes, fire safety and mechanical/electrical codes. Safety Services Division provide inspection services to the public and private sectors. The Fire Marshal's Office is responsible for the implementation of the Fire Prevention Strategy, support of local community fire stations, training of Nunavut firefighters, and support to fire stations for equipment (including fire trucks).



<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>ADM, Infrastructure</b>		384	<b>384</b>	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.					
<b>Technical Services</b>		1,805	<b>1,805</b>	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.					
<b>Building and Works Maintenance</b>		34,327	<b>34,645</b>	34,645	34,645
Operates and maintains government leased and owned facilities on behalf of client departments for their program delivery operations, through general maintenance, emergency maintenance and minor works projects.					
<b>Capital Projects</b>		2,349	<b>2,349</b>	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.					
<b>Regional Infrastructure Offices</b>		5,671	<b>5,671</b>	5,671	5,671
Coordinates program and service delivery to communities through regional offices. Provides the regional delivery of projects, manages the process, budget schedule, scope, quality and risk of project implementation. Administers the contracts with architects, engineering consultants and construction contractors.					
<b>Property Services</b>		24,142	<b>26,524</b>	26,478	26,478
Manages GN office space, administers leases and is responsible for disposal of real property assets.					
<b>Utilities Management</b>		39,246	<b>39,246</b>	39,246	39,246
Administration of utilities for government facilities. Promotes conservation of non-renewable resources.					
<b>Fire Marshal's Office</b>		1,253	<b>1,362</b>	1,362	1,481
Provides inspections and enforcement of the applicable fire prevention requirements found in various acts and regulations.					
<b>Fire Protection Strategy</b>		1,795	<b>1,795</b>	1,795	1,795
Provides for implementation of the Nunavut Fire Protection Strategy.					

<b>Inspection Services</b>	3,040	<b>2,854</b>	2,854	2,974
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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.

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<b>Total, Infrastructure</b>	<b>114,012</b>	<b>116,635</b>	<b>116,589</b>	<b>116,828</b>
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### 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.  
*Status: The department has used a design-build project delivery mechanism for the delivery of projects. In addition, the department is working in collaboration with the Department of Health on the feasibility of using a public-private partnership mechanism for delivering long term care for elders in Nunavut.*
- In partnership with the Department of Finance, pursue continued strategic improvements to the GN Capital Planning Process.  
*Status: The department has worked closely with the Department of Finance to ensure the annual capital planning process focuses on achieving a sustainable annual capital budget while also considering the long-term capital investment requirements.*
- Continue to work collaboratively with GN departments and the Nunavut Housing Corporation in meeting the goals of “The Blueprint for Action on Housing”.  
*Status: The department has continued to provide support and technical advice to the Nunavut Housing Corporation to meet the goals of “The Blueprint for Action on Housing”.*
- Initiate a strategic review of the GN lifecycle renewal program for its portfolio of facilities to maximize funding and delivery of this important program.  
*Status: The department will continue to work the Department of Finance and client departments to determine the feasibility of using a centralized lifecycle fund to deliver a strategic and sustainable lifecycle renewal program.*
- Implement the Nunavut Energy Management Initiative in Kivalliq, and initiate the planning for Kitikmeot and Baffin Regions.  
*Status: Kivalliq Region: Project entered into the implementation phase (i.e. design/construction) in May 2018, when the energy services contract was signed. The construction is projected to end in October 2020 and will immediately be followed by a guarantee period.  
South Baffin Region: Climate Change Secretariat and Community Infrastructure are working on submitting Low Carbon Energy Fund application to the Federal Government, which will cover 75% of the project costs.  
North Baffin Region: The department is currently working on an Investment Grade Feasibility Study and plans to complete the final feasibility study by end of March 2019.*

**Priorities (2019-20)**

- Continue to explore alternative and innovative project delivery mechanisms such as design-build, construction management, and partnership arrangements to deliver infrastructure projects on time, on budget, and to specification.
- In partnership with the Department of Finance, pursue continued strategic improvements to the GN Capital Planning Process.
- Continue to work collaboratively with GN departments and the Nunavut Housing Corporation in meeting goals of “The Blueprint for Action on Housing”.
- Continue the strategic review of the GN lifecycle renewal program for its portfolio of facilities to maximize funding and delivery of this important program.
- Complete implementation of the Nunavut Energy Management Initiative in Kivalliq, and continue the planning for Kitikmeot and Baffin Regions.

**Priorities (2020-21)**

- In partnership with the Department of Finance, pursue continued strategic improvements to the GN Capital Planning Process.
- Complete the strategic review of the GN lifecycle renewal program for its portfolio of facilities to maximize funding and delivery of this important program.
- Continue implementation of the Nunavut Energy Management Initiative for Kitikmeot and Baffin Regions.

**Priorities (2021-22)**

- Continue the strategic review of the GN lifecycle renewal program for its portfolio of facilities to maximize funding and delivery of this important program.
- Continue implementation phase of the South and North Baffin of the Nunavut Energy Management projects.
- Initiate the planning phase of the Nunavut Energy Management Project in the Kitikmeot Region.

**Petroleum Products Division**

Petroleum Products Division (PPD) manages the petroleum supply-chain in Nunavut. With three (3) regional offices, it oversees the purchase, transportation, storage and distribution of approximately 220 million litres of refined fuels in 25 communities from its headquarters in

Rankin Inlet. The division is also responsible for business strategy, facility maintenance, resupply operations, sales processing and contractor performance management. PPD strives to conduct its operations in a manner that is safe, efficient and environmentally responsible.

The Nunavut Petroleum Products Revolving Fund provides working capital advances of \$200 million to finance the inventory, accounts receivable and operating expenses of the division. Government approves the prices for the Fund's petroleum products with the expectation that the Fund will achieve a break-even operation. The Petroleum Products Stabilization Fund protects consumers from yearly fluctuations in prices and provides an account where the profits of the fund are credited and losses are charged.

### **Priorities (2018-19)**

- Assess the feasibility of replacing or upgrading back-office accounting, reporting, and billing software.  
*Status: The department has completed a market scan and vendor demonstrations. The proof of concept is being developed, which will be followed by a full feasibility study.*
- Conduct an organizational review to realign staff responsibilities with changing workflows due to new technologies.  
*Status: The department has completed the preliminary organizational review. Job descriptions have been revised and new job descriptions have been created to reflect updated process flow. A business rationale is being developed to support organizational change.*
- Develop a strategic plan for addressing maintenance of bulk fuel storage facilities to better respond to and reduce maintenance issues.  
*Status: The department is developing a strategic plan for addressing maintenance of bulk fuel storage facilities. The department is also cataloguing all Petroleum Product Division assets to better enable overall maintenance planning.*

### **Priorities (2019-20)**

- Continue improvement of information technology applications and software with a pilot project for a next-generation upgrade to the Petroleum Product Divisions' back-office accounting, reporting, and billing technology.
- Perform an analysis of various structural and corporate options for the division.
- Develop and implement a centralized reporting and information management system to improve reporting, regulatory compliance, and divisional efficiencies.

### **Priorities (2020-21)**

- Complete the upgrade to a next-generation back-office accounting, reporting and billing software.

- Develop branding materials aimed at increasing awareness of the petroleum industry and promote trades, technical, and professional employment within the Petroleum Product Division's supply chain.
- Assess feasibility of card-lock systems and Radio Frequency Identification technologies to enhance customer service and access.

**Priorities (2021-22)**

- Continue to evaluate procurement, transportation, and financial instruments to obtain quality product at the best value for Nunavummiut.
- Enhance or develop a new website with a customer portal for accessing online account information.
- Continue to identify opportunities to improve distribution operations and quality control measures.

## Financial Summary

Branch	2018 - 2019		2019 - 2020		2020 - 2021		2021-2022	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>Advisory and Administrative Services</b>								
Compensation & Benefits	8,300	70.0	8,211	68.0	8,211	68.0	8,211	68.0
Grants & Contributions	-		-		-		-	
Other O&M	4,157		4,114		4,114		4,114	
Subtotal	12,457		12,325		12,325		12,325	
<b>Local Government Services</b>								
Compensation & Benefits	11,147	88.0	11,147	88.0	11,147	88.0	11,147	88.0
Grants & Contributions	69,062		69,642		69,192		69,192	
Other O&M	5,475		6,566		5,345		5,345	
Subtotal	85,684		87,355		85,684		85,684	
<b>Information Management/Information Technology</b>								
Compensation & Benefits	9,929	81.0	9,929	81.0	9,929	81.0	9,690	79.0
Grants & Contributions	265		265		265		265	
Other O&M	29,253		29,138		26,612		26,612	
Subtotal	39,447		39,332		36,806		36,567	
<b>Infrastructure</b>								
Compensation & Benefits	22,575	183.0	22,508	182.0	22,508	182.0	22,747	182.0
Grants & Contributions	1,795		1,795		1,795		1,795	
Other O&M	89,642		92,332		92,286		92,286	
Subtotal	114,012		116,635		116,589		116,828	
<b>Petroleum Products Division</b>								
Compensation & Benefits	-	30.0	-	30.0	-	30.0	-	30.0
Grants & Contributions	-		-		-		-	
Other O&M	-		-		-		-	
Subtotal	-		-		-		-	
<b>Total</b>	<b>251,600</b>	<b>452.0</b>	<b>255,647</b>	<b>449.0</b>	<b>251,404</b>	<b>449.0</b>	<b>251,404</b>	<b>447.0</b>

## Inuit Employment Plan

Departmental Inuit Employment Targets				
Community and Government Services	As of Sept. 30, 2018		As of March 31, 2020	
	Capacity %		Capacity %	
<b>Total Department Positions</b>	<b>452</b>		<b>449</b>	
<b>Total Filled Positions</b>	271	60%	297	66%
<b>Total Vacancies</b>	181	40%	152	34%
<b>Total Inuit</b>	108	40%	131	44%
<b>Total Executive Positions</b>	<b>3</b>		<b>3</b>	
Total Filled Executive Positions	1	33%	3	100%
Total Vacant Executive Positions	2	67%	0	0%
Total Inuit in Executive Positions	0	0%	0	0%
<b>Total Senior-Management Positions</b>	<b>20</b>		<b>20</b>	
Total Filled Senior-Management Positions	17	85%	19	95%
Total Vacant Senior-Management Positions	3	15%	1	5%
Total Inuit in Senior-Management Positions	1	6%	4	20%
<b>Total Middle-Management Positions</b>	<b>55</b>		<b>57</b>	
Total Filled Middle-Management Positions	34	62%	46	81%
Total Vacant Middle-Management Positions	21	38%	11	19%
Total Inuit in Middle-Management Positions	5	15%	13	28%
<b>Total Professional Positions</b>	<b>119</b>		<b>117</b>	
Total Filled Professional Positions	77	65%	75	64%
Total Vacant Professional Positions	42	35%	42	36%
Total Inuit in Professional Positions	17	22%	14	19%
<b>Total Paraprofessional Positions</b>	<b>198</b>		<b>197</b>	
Total Filled Paraprofessional Positions	109	55%	112	57%
Total Vacant Paraprofessional Positions	89	45%	85	43%
Total Inuit in Paraprofessional Positions	56	51%	62	55%
<b>Total Administrative Positions</b>	<b>57</b>		<b>55</b>	
Total Filled Administrative Positions	33	58%	42	76%
Total Vacant Administrative Positions	24	42%	13	24%
Total Inuit in Administrative Positions	29	88%	38	90%

### Capacity

In a department such as CGS, with so many varied areas of technical expertise, it is essential that the organization have a sufficient number of qualified people in the right places 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.

The department of Community and Government Services is committed to Inuit employment planning. Going forward, the department will be working on individualized training plans for its Inuit employees. The goal is to create succession plans for Inuit to help them reach their career goals. The successful completion of proper succession planning will mean more Inuit can move into professional, management and executive positions. Proper succession planning will take time. As the departments' Inuit employees succeed, more entry-level positions will become available for other Inuit.

The following departmental initiatives will support CGS's implementation of our Inuit employment plan for 2018-19:

## **Inuit Employment Plan**

### **Priorities 2018-19**

- Continue creating and monitoring of Individualized Employment plans for Inuit Employees.  
*Status: Through performance management systems, line managers' setup, monitor training, and development plans for individual employees, efforts are now underway on gathering data on the completion of individual training and development plans.*
- Continue using Restricted Competitions for vacant positions where applicable.  
*Status: Restricted competitions are a proven tool in staffing competition processes. Where a pool of qualified candidates is available and the efforts support succession plans and staff development plans, restricted competitions are initiated. This is ongoing.*
- Continue applying for Sivuliqtiksat Interns and use as many of the Internships that EIA will support.  
*Status: The department uses Sivuliqtiksat Interns. Where there are no internship positions available, the department uses the structure of the Sivuliqtiksat program with internal internships and trainee positions. This is ongoing.*
- Continue enrolling employees into the three streams of the Hivuliqtikhanut Leadership Development Program.  
*Status: Program enrollment is ongoing within the department for all three streams.*
- CGS will actively market and publicize the availability of tuition support to Inuit students through the Technical Professional Studies Scholarship fund that helps Inuit youth in the fields of engineering, informatics, community planning, business studies, college programs of firefighting, training, prevention and land administration. This will position students well for entry-level professional jobs upon graduation.  
*Status: The department will continue to market and promote this program. Marketing and promotion of the program takes place every fall. Publicity includes social media, direct*



*marketing to NAC students, as well as advertising in local media. Inquiries and applications have steadily increased with a full expenditure of allocated funds for the scholarship.*

**Priorities 2019-20**

- Tracking of individual employment training and development plans for Inuit employees is underway as part of the performance management framework.
- Utilize restricted competitions where a pool of qualified candidates has been identified.
- Promote Sivuliqtiksat Internships and opportunities for career laddering.
- Support employee enrollment in all leadership development programs offered by the Department of Human Resources.
- Expand professional development and education opportunities through such initiatives as the Amaaqtaarniq Education Program.
- CGS will develop a process to continually and actively market and publicize the availability of tuition support to Inuit students through the Technical Professional Studies Scholarship fund that helps Inuit youth in the fields of engineering, informatics, community planning, business studies, college programs of firefighting, training, prevention and land administration. This will position students well for entry-level professional jobs upon graduation

**Priorities 2020-21**

- Develop a tracking process using software to know how many training and development plans are completed. Supervisors are accountable if it shows they are not completing this part of their responsibility.
- Develop an orientation and onboarding process so that Inuit and Non-Inuit employees feel welcome and can be productive at the beginning of their employment.
- Create an internal internship program within the department to add more internship programs than are supported by the Sivuliqtiksat program offered by the Department of Human Resources.
- Begin discussions about the creation of trade training opportunities for Inuit within Nunavut. There are many difficult to fill positions that require a trade certification or experience. The government as a whole will need to support initiatives to develop these training opportunities.
- Continue using the Sivuliqtiksat, Hivuliqtikhanut, Career Broadening and other programs offered by the Department of Human Resources.

- Create more junior level or trainee positions to provide opportunities to get into fields of work that require more training and experience.

**Priorities 2021-22**

- Continue to build capacity within the department for individual training and development plans, including training opportunities internal to CGS.
- Encourage Nunavut Inuit employees with progressive and incremental career laddering opportunities within CGS. Also tied to senior manager engagement, CGS HR will continue to coach directors and line managers in identifying Nunavut Inuit for support in their career aspirations.
- Develop a business case for “floater” internal internships and trainee positions across CGS. The premise is to provide an expedited process for a director or manager to place a trainee or intern opportunity from a pre-established position.
- Formalize the current CGS employee orientation and onboarding program for rollout to regional centres.

**Department of  
Economic Development  
and Transportation**

**Business  
Plan**

**2019-2022**

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## CORE BUSINESS

The department has a dual responsibility for providing support for economic development and building, maintaining, and operating key parts of Nunavut’s transportation systems.

The department works closely with other departments, other levels of government, Inuit organizations and private sector partners to ensure goals are met. The department is committed to sustainably developing Nunavut’s economy and working to ensure obligations are met under the Nunavut Agreement.

	Budget (\$000)			
	2018-19	2019-20	2020-21	2021-22
Corporate Management	18,665	<b>18,665</b>	18,665	18,665
Tourism and Cultural Industries	7,920	<b>8,019</b>	7,968	7,968
Minerals and Petroleum Resources	4,075	<b>4,326</b>	4,326	4,326
Community Operations	11,005	<b>11,045</b>	11,045	11,045
Motor Vehicles	3,652	<b>3,403</b>	3,403	3,403
Nunavut Airports	16,786	<b>17,141</b>	17,156	17,156
Iqaluit International Airport	24,479	<b>24,500</b>	24,500	24,500
<b>TOTAL</b>	<b>86,582</b>	<b>87,099</b>	<b>87,063</b>	<b>87,063</b>

### Corporate Management

Corporate Management provides central leadership and direction to the department. This program area monitors progress in the department on key government priorities, including implementation of the government mandate *Turaaqtavut*, Inuit societal values and the Inuit Employment Plan. Corporate Management provides:

- Information and support to the Minister’s office;
- Policy and planning support on economic development and transportation matters;
- Internal and external communications;
- Financial and human resource management; and,
- Accounting and administrative services for headquarters and community operations.

Corporate Management also includes the Nunavummi Nangminiqaqtunik Ikajuuti Secretariat, the Responsible Development section and the Strategic Development section. It also administers funding agreements with the Nunavut Development Corporation and Nunavut Business Credit Corporation.

### Objectives

- To advise government on strategies to support sustainable development in Nunavut, job

creation and providing support for the *Turaaqtavut* mandate.

- To develop and maintain key pieces of transportation infrastructure to facilitate the efficient movement of goods and services throughout the territory.
- To harmonize departmental strategies, programs and projects with Government of Nunavut-wide strategies and objectives.
- To support the Government of Nunavut in implementing its *Nunavut Agreement* obligations related to economic development including Nunavummi Nangminiqaqtunik Ikajuuti and Nunavut General Monitoring.
- To gather information and undertake research required to make informed policy decisions.
- To collaborate with organizations and other levels of government and agencies working on economic development and transportation in Nunavut.
- To collaborate with private sector partners to achieve economic growth and support Nunavut's transportation sector.
- To work with the federal government to advance projects to improve roads, airports and marine infrastructure.
- To ensure a culturally appropriate and respectful workplace for staff by providing quality training and development opportunities and maintaining open communications across the department.
- To provide sound fiscal management to the department, including the delivery of contribution programs that are fully accountable and produce measurable results.
- To coordinate Government of Nunavut participation in resource development, planning activities and initiatives to improve the regulatory system for land management.

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
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<b>Directorate</b>		1,619	<b>1,619</b>	1,619	1,619
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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 *Turaaqtavut*, Inuit societal values and other Government of Nunavut strategies.

<b>Finance and Administration</b>		2,627	<b>2,627</b>	2,627	2,627
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The Finance and Administration division oversees financial planning, training and development, administrative management, financial management and human resource management for the department.



**Policy, Planning and Communications**

1,052                      **1,157**                      1,157                      1,157

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**      753                      **764**                      764                      764

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**                                      1,500                      **1,500**                      1,500                      1,500

The Community Transportation Initiatives program supports communities to develop local transportation facilities and infrastructure to connect communities to each other, natural resource development opportunities and traditional livelihood activities.

***Nunavummi Nangminiaqtunik Ikajuuti***  
**(NNI) Secretariat**

762                                      **762**                                      762                                      762

The *Nunavummi Nangminiaqtunik Ikajuuti* Secretariat is responsible for the facilitation, coordination and implementation of the *Nunavummi Nangminiaqtunik Ikajuuti Regulations* and is the chief advocate for these regulations in the Government of Nunavut. The *Nunavummi Nangminiaqtunik Ikajuuti Regulations* are mandated by Article 24 of the *Nunavut Agreement*, with the goal of promoting long-term economic development in Nunavut by maximizing the participation of Inuit and Nunavut residents in the Government of Nunavut's procurement activities.

**Strategic Development**                      384                                      **374**                                      374                                      374

Strategic Development provides input and strategic direction for the department's interests in the operations of the Nunavut Economic Developers Association, the Nunavut Economic Forum, the Nunavut Development Corporation and the Nunavut Business Credit Corporation, as well as broadband development. It also administers the Strategic Investments Program and supports Community Operations with review of regional proposals.

**Strategic Investments Program**              3,432                                      **3,432**                                      3,432                                      3,432

The Strategic Investments Program supports the implementation of the economic development priorities identified in *Turaaqtavut* and the *Nunavut Economic Development Strategy*. The program contributes to business development and job creation and supports economic development projects sponsored by municipalities and non-governmental organizations.

**Responsible Development**                      277                                      **171**                                      171                                      171

The Responsible Development section is responsible for coordinating the Government of Nunavut's participation in processes mandated by the *Nunavut Agreement* for environmental assessment, land use planning and general monitoring. The section of the department acts as a liaison between the Institutions of Public Governments, Inuit Organizations, Government of Nunavut and federal departments and stakeholders in resource development planning and

regulatory activities.

**Nunavut Economic**

<b>Developers Association</b>	225	<b>225</b>	225	225
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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**

<b>Officer Training</b>	50	<b>50</b>	50	50
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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. Administered by Nunavut Economic Developers Association, the program provides support for regional training workshops and for the delivery of training courses in communities.

<b>Country Food Distribution</b>	1,576	<b>1,576</b>	1,576	1,576
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This program supports the harvesting sector through investments and operations funding for modern energy efficient community freezers, retrofitting existing harvesting infrastructure, and by supporting locally identified harvesting and training initiatives that benefit the harvesting economy in every community of Nunavut.

<b>Nunavut Economic Forum</b>	50	<b>50</b>	50	50
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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**

<b>Program</b>	300	<b>300</b>	300	300
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The Nunavut Broadband Development program supports research, advocacy and innovation in Nunavut's information and communications technology infrastructure.

<b>Nunavut Development Corporation</b>	3,358	<b>3,358</b>	3,358	3,358
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The Nunavut Development Corporation is a territorial corporation mandated to create employment and income opportunities and stimulate the growth of business. The Corporation manages a Venture Investment Fund that places equity investments in Nunavut businesses in core economic sectors such as fisheries and tourism. The Corporation also owns eight subsidiary companies in Nunavut's arts and crafts, commercial fishing and food processing sectors. Nunavut Development Corporation also runs an Inuit art marketing service that supports the promotion of Inuit art both domestically and abroad.

**Nunavut Business Credit**

<b>Corporation</b>	700	<b>700</b>	700	700
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Nunavut Business Credit Corporation is a territorial corporation whose mandate is to stimulate economic development and employment in Nunavut by supporting, financing, and investing in resident business enterprises. As the lender of northern opportunity, Nunavut Business Credit

Corporation provides financing alternatives to small and medium business enterprises in Nunavut, including term loans, lines of credit, standby letters of credit, loan guarantees, bid bond security, and indemnification of bonds provided by bonding companies.

<b>Total, Corporate Management</b>	<b>18,665</b>	<b>18,665</b>	<b>18,665</b>	<b>18,665</b>
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**Priorities (2018-19)**

- Provide leadership and support to divisions to ensure that *Turaaqtavut* priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.  
*Status:* The department collaborated closely with other departments towards the achievement of mandate objectives. The department’s Corporate Management section directly supported operational divisions in implementing *Turaaqtavut* priorities.
- Prepare for and host the 2018 Energy Mines and Ministers' Conference.  
*Status:* Nunavut hosted a successful 2018 Energy Mines and Ministers’ Conference in August of 2018. A full report was tabled during the fall sitting of the Legislative Assembly.
- Update the Nunavut Economic Development Strategy based on prior community consultations and the *Turaaqtavut* mandate.  
*Status:* The Nunavut Economic Development Strategy update has not been completed. A draft of the strategy is anticipated by January of 2019.
- Continue working with partners and stakeholders on the Strategic Environmental Assessment in Baffin Bay and Davis Strait.  
*Status:* The Government of Nunavut has been an active member of the Nunavut Impact Review Board-led working group on the Strategic Environmental Assessment. Last fall departmental staff attended a third community tour to present the preliminary findings reports. The final hearing for the Strategic Environmental Assessment is to occur in Iqaluit in January 2019, and the final report is anticipated to be submitted by March 31, 2019. Economic Development and Transportation is responsible for coordinating the Government of Nunavut’s submissions and participation at the hearing.
- Update the policies associated with the Strategic Investment Program to streamline disbursements under this program.  
*Status:* The Strategic Investment Program was not updated as the department has had to address broader policy issues to formulate an overall package for Economic Development programs in Nunavut. Updates to these policies may take place in 2019-2020.
- Oversee mine training-related policies and funding programs in response to industry and other partner requests to streamline available funds and examine the option of a Nunavut-wide mine training organization.  
*Status:* The department is working with Family Services and Nunavut Arctic College to develop a governance structure for a Nunavut-wide mine training entity and determine how it should be implemented.

- Assess infrastructure funding to maximize opportunities for Nunavut transportation infrastructure under various Government of Canada funding initiatives.  
*Status: The department has submitted funding proposals under the National Trade Corridors Fund and the Oceans Protection Plan and will continue to work with federal partners to address Nunavut's significant transportation infrastructure gap.*
- Examine the Community Transportation Initiatives Program and identify ways the program may better serve communities.  
*Status: The department will be examining changes to the Community Transportation Initiatives Program in 2019-2020. Funding decreased in 2018-2019 and the department is seeking ways to maximize program efficiency.*
- Continue to work with Transport Canada to bring National Trade Corridor Fund applications to fruition, to connect Nunavummiut to one another and to the rest of Canada.  
*Status: The department successfully acquired National Trade Corridors Fund support for new airport terminal buildings in Kimmirut, Naujaat, Chesterfield Inlet, Whale Cove and Kugluktuk. The department submitted applications for the second intake of the program at the end of 2018.*
- Collaborate with the private sector and other stakeholders to find ways to increase employment and training opportunities in Nunavut.  
*Status: The creation of jobs has become a high priority for the department and continues to be a major point of discussion in work with mining companies and major project construction. The focus of the upcoming Nunavut Economic Development Strategy will be job creation.*
- Build on the signing of a Memorandum of Understanding with Agnico-Eagle Mines and pursue similar Memoranda of Understanding with other active mining companies.  
*Status: In line with the Memorandum of Understanding, the Government of Nunavut and Agnico Eagle have developed detailed work plans on aspects of the company's mining developments related to employment, infrastructure, public safety and the natural environment. The department also anticipates signing a Memorandum of Understanding with Baffinland in early 2019.*
- Identify and pursue funding opportunities available under the Oceans Protection Program, and work collaboratively with Nunavut Tunngavik Inc. and Regional Inuit Organizations on shared priorities.  
*Status: The department submitted two proposals for funding under the Oceans Protection Plan. One proposal called for installation of mooring bollards in Sanikiluaq, Taloyoak, Gjoa Haven, Pangnirtung and Arviat; the other was to undertake a Comprehensive Scoping Study of marine needs in all Nunavut communities, which will provide further opportunities for collaboration with Nunavut Tunngavik and the Regional Inuit Organizations.*
- Implement outstanding remediation plans required for the disposal of old airport facilities.  
*Status: Surplus Air Terminal Buildings in Taloyoak and Sanikiluaq were successfully disposed of in 2018. The methodology used in disposing of these buildings will be carried*

over to other assets.

- Work with Government of Nunavut departments, agencies and other stakeholders to explore ways to diversify and improve economic opportunities to encourage community self-reliance and provide local employment through traditional industries, arts and culture, small businesses, mining, fisheries, and other sectors.  
*Status: The department continues to emphasize these priorities both internally and in discussions with other stakeholders.*
- Collaborate with other Government of Nunavut departments and industry to develop strategies aimed at lowering the cost of air transportation in Nunavut.  
*Status: The department provided technical support for the Government of Nunavut Airline Procurement Strategy and the Request for Proposal for Medical and Duty Travel.*
- Develop operational plans for marine developments in Iqaluit and Pond Inlet, upon completion of construction.  
*Status: A Manual of Practices and Procedures has been developed for the Iqaluit Deep Sea Port. Further work on a plan for the Pond Inlet Harbour will be completed in 2019.*
- Continue with community workshops on the Nunavummi Nangminiaqtunik Ikajuuti in Kugluktuk, Coral Harbour, Naujaat, Clyde River, and Arctic Bay.  
*Status: The department completed workshops in all five communities.*
- Conduct audits on major projects to monitor Nunavummi Nangminiaqtunik Ikajuuti compliance.  
*Status: The department is monitoring labour content in Nunavut's marine infrastructure projects in Iqaluit and Pond Inlet, and has discussed training requirements with the contractor.*
- The Nunavummi Nangminiaqtunik Ikajuuti Secretariat will work with Government of Nunavut departments and agencies to explore opportunities to proactively provide skills and trades training in communities to maximize local employment opportunities associated with future projects.  
*Status: The department is working with the department of Family Services and Nunavut Arctic College's Trades Training Centre to draw more Inuit tradespeople into major government projects.*
- Release plain language summary of Nunavummi Nangminiaqtunik Ikajuuti regulations.  
*Status: The plain language document is available, and is used as a support document in workshops and in presentations.*
- Work collaboratively with Government of Nunavut departments and the Nunavut Housing Corporation to implement objectives in *The Blueprint for Action on Housing*.  
*Status: The department worked with industry to help facilitate the creation of a community access banking facility in Arviat and is exploring options for Pangnirtung. Work on other blueprint items is ongoing and the department reports quarterly on progress.*

- Update the 20 Year Infrastructure Needs Assessment for Nunavut airports.  
*Status: Airport Condition Assessment Summaries have been completed for all major airport components. The updated 20-year report will be completed in 2019.*
- Working with the Nunavut Business Credit Corporation, review the *Nunavut Business Credit Corporation Act* to identify potential updates.  
*Status: The department has had discussions with the Nunavut Business Credit Corporation and will continue to support the organization on their long-term strategic plan. Specific legislative changes have not yet been identified; however the department anticipates potential updates in 2019-2020.*
- 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.  
*Status: The department continues to fund community-based solutions that enhance access to country foods across the territory. The department is working to ensure that every community is able to access Country Food Program funds on an annual basis.*
- Promote and support fisheries development to allow the communities to take advantage of the economic opportunities and job training.  
*Status: The department has provided funds through existing programs to support community-based harvesters and fishers, and has provided funding for fisheries training within the territory.*

#### **Priorities (2019-2020)**

- Update the Nunavut Economic Development Strategy based on prior community consultations and the Turaaqtavut mandate.
- Continue working with partners and stakeholders on the Strategic Environmental Assessment to address petroleum exploration and development in Baffin Bay and Davis Strait.
- Study the Government of Nunavut's strategic approach for reviewing Nunavut's ongoing responsible development projects to ensure impacts and benefits are balanced.
- Review the Community Transportation Initiatives Program to ensure it is being delivered in the most effective manner possible.
- Negotiate and implement Memorandum of Understanding agreements with other active mining companies.
- Continue to pursue funding opportunities available under the Oceans Protection Plan.
- Implement program changes identified through review conducted in 2018-2019 to diversify and improve economic opportunities that encourage community self-reliance.
- Working with other departments and industry, finalize and implement strategies aimed at

lowering the cost of air transportation in Nunavut.

- Facilitate the development of a Nunavut position on the Oil and Gas moratorium in conjunction with other departments, Inuit Organizations and other territorial governments.
- Monitor and evaluate the progress of the Iqaluit and Pond Inlet marine infrastructure projects.
- The Nunavummi Nangminiaqtunik Ikajuuti Secretariat will work with Family Services, Nunavut Arctic College, other Government of Nunavut departments and agencies to explore opportunities regarding skills and trades training in communities to maximize local employment opportunities associated with future projects.
- Work with CGS, other departments and the Territorial Corporations to standardize best practices in procurement, project management, monitoring, and enforcement to ensure efficient and effective application of the NNI Act and Regulations.
- Continue to explore potential updates to the Nunavut Business Credit Corporation Act, towards increased efficiency and integration.
- Continue to work collaboratively with Government of Nunavut departments and the Nunavut Housing Corporation to implement the objectives in *The Blueprint for Action on Housing*.
- Continue to monitor activities to promote and support the use of harvesting skills and community-based solutions to enhance access to nutritious food throughout the territory.
- Develop and Implement performance management system for departmental grants and contributions program.
- Conduct internal annual review of departmental program spending.
- Examine options for the department to help facilitate economic development activities of charitable organizations in Nunavut.

**Priorities (2020-2021)**

- Monitor changes in federal infrastructure programs and determine applicable projects for infrastructure priorities.
- Continue to work with communities and mining companies to ensure ongoing investment in Nunavut mineral projects.
- Manage Iqaluit and Pond Inlet marine infrastructure project to ensure safe and efficient operations.
- Promote and support fishery development to open economic opportunities and job training in the communities.

- Continue to actively participate in the 5-year review of the decision on the moratorium on Arctic offshore oil and gas licensing.
- Implement findings from previous departmental program spending review, and monitor new data from grants and contributions funding.

### **Priorities (2021-2022)**

- Continue to actively participate in the five-year review of the moratorium on Arctic offshore oil and gas licensing, advocating for a decision-making role in the process and prepare the Government of Nunavut to respond or participate in the decision scheduled for December 20, 2021.
- Facilitate the development of a Nunavut position on oil and gas exploration in conjunction with other departments, Inuit organizations and other territorial governments.
- Continue the active implementation of completed Memoranda of Understanding with Agnico Eagle Mines Ltd., Baffinland Iron Mines Corp., and TMAC Resources Inc.
- Implementation of the Nunavut Economic Development Strategy.

## **Tourism and Cultural Industries**

The Tourism and Cultural Industries division works with Nunavummiut to develop strong and sustainable tourism and cultural sectors throughout Nunavut. The division administers funding programs as well as information and advice to businesses, community organizations, non-governmental organizations and sector associations in order to help create community-based sustainable economic development opportunities.

### **Objectives**

- To guide tourism development through continued collaboration between government and stakeholders.
- To develop and coordinate initiatives and programs to support Nunavut's cultural industries.
- To provide quality advice and support on tourism and cultural industries.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Division Operations</b>		3,506	<b>3,605</b>	3,554	3,554

The Tourism and Cultural Industries division employs staff dedicated to the tourism sector and cultural industries, works with non-governmental organizations and sector associations, and manages the development, implementation and review of the Government of Nunavut's cultural industries and tourism development strategies.



**Nunavut Arts and Crafts Association**      550                      **550**                      550                      550

The Nunavut Arts and Crafts Association provides support for training, marketing, promotion, product development, materials and tool supply, and serves as the principal support and information source for the arts and crafts sector.

**Nunavut Film, Television, and  
New Media Program**                      1,361                      **1,361**                      1,361                      1,361

The Nunavut Film, Television and New Media program supports the growth and development of Nunavut's film, television and new media industry. Funding allows for the operation of a film office to promote Nunavut as a destination for film production and to develop opportunities for Nunavummiut to work in film, television and new media, and for the provision of financial support for film, television and new media productions.

**Nunavut Tourism**                      1,000                      **1,000**                      1,000                      1,000

This program supports the development of the tourism industry in Nunavut through support for Nunavut's tourism industry association and member-driven tourism initiatives.

**Community Tourism and Cultural  
Industries Program**                      1,328                      **1,328**                      1,328                      1,328

The program strengthens community infrastructure and readiness for the tourism industry, and enhances economic development in the full range of creative sectors. Program change followed Community Tourism and Cultural Industries Policy change in May, 2017.

**Alianait**                      175                      **175**                      175                      175

This program supports the Alianait Arts Festival, an established attraction, and other events and activities organized and delivered by the Alianait Entertainment Group. Alianait also supports a concert series as well as festivals and events in other Nunavut communities and activities that foster the development of emerging Nunavut musicians and performing artists.

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**Total, Tourism and Cultural  
Industries**                      **7,920**                      **8,019**                      **7,968**                      **7,968**

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**Priorities (2018-19)**

- Continue multi-year phased-in implementation process for the Tourism Act and regulations, including an awareness campaign.  
*Status: The department instituted changes to the act and regulations.*
- Provide support and opportunities to diversify local businesses and provide Inuit employment opportunities in the traditional economy that will serve tourism and cultural sectors.  
*Status: The department implemented a tourism mentorship program for Inuit tourism operators, designed to support them in meeting and exceeding national service standards.*
- Implement Article 4 of the Inuit Impact Benefit Agreement for territorial parks through to the

year 2026.

*Status:* The department is implementing a community-based sustainable tourism initiative, which targets business travelers.

- Develop standardized training for local businesses to enable them to market their services.  
*Status:* The department's Tourism and Cultural Industries division has developed a tourism mentorship program, cruise tourism training sessions, and the cruise ship readiness workshop.
- Streamline the territory's tourism permitting process across multiple territorial stakeholders.  
*Status:* The department is acquiring software and conducting management changes to complete this priority.
- Working with stakeholders, hold a Tourism Summit to inform the development of a Tourism Strategy.  
*Status:* The summit has been set for later than initially envisioned; the summit is scheduled to take place in Iqaluit from April 14 to 18, 2019.
- Develop a new Cultural Industry Strategy that will undertake targeted initiatives to market and leverage all art sectors.  
*Status:* Development work is ongoing; strategy completion has been deferred to 2019-2020.
- Establish the *CruiseNunavut* website as the key territorial resource and contact point for marine tourism industry operators and communities, to facilitate discussions between the industry and communities and help communities maximize benefits of cruise ship visits.  
*Status:* The *CruiseNunavut.ca* website was established and is anticipated to be online winter 2019. The department is refining the site's design and links, and will update and promote the site on an ongoing basis.
- Update the *Outfitter Regulations* and *Tourist Establishment Regulations* under the *Tourism Act*.  
*Status:* *Outfitter regulations* were completed in 2018. The *Tourist Establishment Regulations* to be completed by the end of the 2018-2019 fiscal year.
- Undertake targeted initiatives to market the territory's tourism sector through Destination Nunavut.  
*Status:* The department targeted large influential tourism markets in Canada and internationally through five major trade shows, an ongoing social media campaign, and a targeted media familiarization tour in Calgary.

#### **Priorities (2019-20)**

- Study the proposal from the Steering Committee for a Nunavut Cultural Centre and provide final recommendation to Cabinet.
- Continue multi-year phased-in implementation process for the Tourism Act and associated

regulations, including an awareness campaign.

- Provide support and opportunities to diversify local businesses and provide Inuit employment opportunities in traditional economy that will serve tourism and cultural sectors.
- Continue to implement Article 4 of the Inuit Impact Benefit Agreement for territorial parks.
- Develop and implement a new multi-stakeholder Tourism Strategy for Nunavut.
- Complete and implement the Cultural Industry Strategy.
- Expand the *Cruise Nunavut* website as a key resource for marine tourism operators and communities.
- Implement a streamlined system for tourism permitting.
- Review programs to ensure they support *Turaaqtavut* priorities.
- Develop and table the first annual report for the tourism sector, as required by the Travel and Tourism Act.
- Pursue collaborative partnerships with industry in order to grow leisure-based tourism and cruise tourism.

**Priorities (2020-21)**

- Provide support and opportunities for diversifying local businesses and provide Inuit employment opportunities in the traditional economy that will serve tourism and cultural sectors.
- Continue to implement Article 4 of the Inuit Impact Benefit Agreement for territorial parks.
- Continue to implement priorities in the Tourism Strategy for Nunavut.
- Implement the Cultural Industry Strategy.
- Undertake targeted initiatives to market the territory's tourism sector through Destination Nunavut.
- Continue to pursue collaborative partnerships with industry in order to grow leisure based tourism and cruise tourism.
- Maintain community plans for artists and cultural industries to grow income by leveraging tourism growth.

### Priorities (2021-22)

- Continue to implement Article 4 of the Inuit Impact Benefit Agreement for territorial parks.
- Continue to implement priorities in the Tourism Strategy for Nunavut.
- Continue to implement the Cultural Industry Strategy.

## Minerals and Petroleum Resources

The Minerals and Petroleum Resources division is responsible for encouraging and supporting the development of sustainable mining and petroleum industries in Nunavut. This support includes the development of geoscience information infrastructure, financial and technical support for prospectors, the enhancement of public confidence, investor confidence and liaison with key players including industry, local service sectors and potential workforce participants. The division also promotes Nunavut as a sound place to invest.

### Objectives

- To implement *Parnautit*, Nunavut’s mineral exploration and mining strategy, and help ensure the development of Nunavut’s vast mineral wealth will provide the maximum benefit to Nunavummiut.
- To educate and increase awareness to gain public confidence in the regulatory, environmental and socioeconomic assessment process.
- To develop mining and petroleum industries in Nunavut through the provision of support for prospectors, promotion of the industry to current and potential investors, and to potential industry participants in the local service sectors and workforce.
- To assist in the acquisition of new geoscience information, and ensure both new and existing data are readily available, in support of mineral exploration and development in Nunavut.
- To perform strategic analyses of issues and conditions required to allow for resource development.
- To support the environmental assessment of proposed mineral development projects and the socio-economic monitoring of approved projects.

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
<b>Division Operations</b>		2,221	<b>2,247</b>	2,247	2,247

The Minerals and Petroleum Resources division oversees program delivery, and the implementation of *Parnautit*, Nunavut’s mineral exploration and mining strategy. It promotes investment in Nunavut’s mineral and petroleum resources that brings the maximum benefit to Nunavummiut, while building awareness of resource issues locally and across Nunavut. The division also participates as an intervener in the environmental assessment of resource

development projects.

<b>Nunavut Prospector's Program</b>	150	<b>150</b>	150	150
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Established under the Nunavut Prospector's Program policy, this program provides contributions to Nunavut residents holding a valid prospecting licence who require financial assistance to carry out prospecting activities. Training in the form of the Introduction to Prospecting Course is delivered each year in various communities across Nunavut.

<b>Community Engagement Support</b>	675	<b>900</b>	900	900
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The Community Engagement Support Program is intended to position Nunavummiut to understand developing projects more thoroughly and to create a means for communities to derive significant direct benefits from mineral exploration.

**Socio-Economic**

<b>Monitoring Committees</b>	259	<b>259</b>	259	259
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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 Socio-Economic Monitoring Committee's primary objectives are to assist proponents in developing and evaluating project specific monitoring programs and to bring that information into a regional context through annual general meetings and subsequent annual reports. Members of the Socio-Economic Monitoring Committees typically include territorial and federal governments, Regional Inuit Associations, hamlet representatives, proponents, and other relevant stakeholders on an as needed basis.

<b>Science Education Enabling Program</b>	70	<b>70</b>	70	70
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This program supports activities that encourage students to pursue careers in science, technology and engineering fields.

<b>Nunavut Geoscience Program</b>	450	<b>450</b>	450	450
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This program supports a partnership between the Geological Survey of Canada, Crown-Indigenous Relations and Northern Affairs Canada, Nunavut Tunngavik Inc. and the Government of Nunavut: the Canada-Nunavut Geoscience Office (CNGO).

The Canada-Nunavut Geoscience Office'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.

<b>Nunavut Mine Training Program</b>	200	<b>200</b>	200	200
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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.

<b>Nunavut Mining Symposium</b>	50	<b>50</b>	50	50
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This annual contribution to the Nunavut Mining Symposium Society provides core funding to allow the society to host the annual Nunavut Mining Symposium.

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<b>Total, Minerals and Petroleum Resources</b>	<b>4,075</b>	<b>4,326</b>	<b>4,326</b>	<b>4,326</b>
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**Priorities (2018-19)**

- Explore opportunities during the construction of mines to connect Nunavummiut to one another and to the rest of Canada through transportation corridors or telecommunications infrastructure.  
*Status: This will be an on-going initiative; through the Memorandum of Understanding process and will continue to be explored by the department and industry partners.*
- Review projects belonging to individual local prospectors for potential advancement. Support to prospectors could include property visits with the prospectors in conjunction with industry to encourage local employment and long-term benefits.  
*Status: There has been on-going support to prospectors as required and requested, however there has been no site visits requested as of yet.*
- Update the Socio-Economic Monitoring Committee terms of reference and the regional monitoring reporting structure to better assess the impacts and local benefits of mining operations across the territory.  
*Status: The department continues to work closely with other Government of Nunavut departments that take part in Socio-Economic Monitoring Committees. The Environmental Assessment Review Team continues to collaborate with departments on Government of Nunavut responses to major development project proposals.*
- Build on the success of the Agnico-Eagle Memorandum of Understanding and explore similar arrangements with other active mining companies.  
*Status: The Agnico-Eagle Mines-Government of Nunavut Memorandum of Understanding Oversight Committee met three times in 2018, forming meaningful collaborations on issues including the use of Government of Nunavut healthcare facilities and the provision of ongoing workplace training for Nunavummiut. Similar Memoranda of Understanding with Baffinland and TMAC Resources are in the advanced stages of drafting and are anticipated to be finalized in 2019.*
- Examine new program options to revitalize the mineral exploration sector and promote responsible, community-supported projects that benefit Nunavummiut, through the new Community Exploration Support Program.  
*Status: The Community Engagement Support Program is anticipated to be launched in late 2018-19.*
- Support data collection and coordinate Government of Nunavut departments' contributions to the Regional Socio- Economic Monitoring Committees. Identify possible monitoring

initiatives and/or funding opportunities for monitoring initiatives, and provide support through the regional Socio- Economic Monitoring Committees.

*Status: In 2018, the department completed the first Territorial Monitoring Report. This annual report will complement the work of the Regional Socio-Economic Monitoring Committees and project-specific monitoring programs by taking a comprehensive, Nunavut-wide snapshot of the mineral development industry and its impacts and benefits on Nunavummiut and communities.*

- Continue dialogue with communities affected or soon-to-be-affected by resource development to increase awareness of and gain public confidence in the regulatory, environmental and socioeconomic assessment process.

*Status: This is an on-going dialogue and it will be enhanced with the Community Engagement Support Program.*

- The department will explore options to improve economic opportunities, encourage self-reliance and local employment through the mining sector.

*Status: The department will continue working with other departments and all industry to continue improving self-reliance*

- Continue to participate in the Strategic Environmental Assessment for Baffin Bay and Davis Strait during community consultations and provide support and information material.

*Status: The Government of Nunavut has been an active member of the Nunavut Impact Review Board-led working group on the Strategic Environmental Assessment. In the fall of 2018, departmental staff attended a third community tour to present the preliminary findings reports. The final hearing for the Strategic Environmental Assessment is occurred in Iqaluit in January 2019, and the final report to be submitted by March 31st 2019. The Department of Economic Development and Transportation is to coordinate Government of Nunavut's submissions and participation at the hearing.*

### **Priorities (2019-20)**

- Build on the success of the Agnico-Eagle Memorandum of Understanding and finalize similar agreements with Baffinland and TMAC Resources.
- Look for opportunities during the construction of mines to connect Nunavummiut to one another and to the rest of Canada through transportation corridors or telecommunications infrastructure.
- Review projects belonging to individual local prospectors for potential advancement.
- Increase proactive dialogue with communities affected by or soon-to-be-affected by resource development, to increase awareness of and gain public confidence in the regulatory, environmental, and socioeconomic assessment process.
- The department will implement identified options to improve economic opportunities, encourage self-reliance and local employment through the mining sector.

- Promote a regulatory regime that will attract responsible resource developers that will provide long-term benefits to Nunavummiut, including developing guidelines to clarify expectations during socio-economic impact assessments, developing positions on transportation routes, and developing positions on oil and gas development.
- Support data collection and coordinate Government of Nunavut departments' contributions to the Regional Socio- Economic Monitoring Committees, as well as via the Territorial Monitoring Report. Identify possible monitoring initiatives and/or funding opportunities for monitoring initiatives, and provide support through the regional Socio- Economic Monitoring Committees
- Work with partners and stakeholders on the presentation of the Strategic Environmental Assessment final report and the Nunavut Impact Review Board recommendations to Crown-Indigenous Relations and Northern Affairs Canada's Minister during a 4<sup>th</sup> community tour.
- Actively participate with the federal government and other Arctic partners in the development of the 5-year review for the decision on the moratorium on Arctic offshore oil and gas licensing.

#### **Priorities (2020-21)**

- Seek partnership opportunities during the construction of mines to connect Nunavummiut to one another and to the rest of Canada through transportation corridors and telecommunications infrastructure.
- Review local prospectors' promising projects for potential advancement. Support to prospectors could include property visits with the prospectors in conjunction with industry to encourage local employment and long-term benefits.
- Increase proactive dialogue with communities affected by or soon-to-be-affected by resource development, to increase awareness of and gain public confidence in the regulatory, environmental, and socioeconomic assessment process. The department will also strive to improve economic opportunities, encourage self-reliance and local employment through the mining sector.
- Support data collection and coordinate Government of Nunavut departments' contributions to the Regional Socio- Economic Monitoring Committees, as well as via the Territorial Monitoring Report. Identify possible monitoring initiatives and/or funding opportunities for monitoring initiatives, and provide support through the regional Socio- Economic Monitoring Committees.
- Continue the active implementation of completed Memoranda of Understanding with Agnico Eagle Mines, Baffinland, and TMAC Resources.
- Actively participate with the federal government and other Arctic partners in the development of the 5-year review for the decision on the moratorium on Arctic offshore oil



and gas licensing advocating for a decision-making role.

### **Priorities (2021-22)**

- Seek partnership opportunities during the construction of mines to connect Nunavummiut to one another and to the rest of Canada through transportation corridors and telecommunications infrastructure.
- Review local prospectors' promising projects for potential advancement. Support to prospectors could include property visits with the prospectors in conjunction with industry to encourage local employment and long-term benefits.
- Increase proactive dialogue with communities affected by or soon-to-be-affected by resource development, to increase awareness of and gain public confidence in the regulatory, environmental, and socioeconomic assessment process. The department will also strive to improve economic opportunities, encourage self-reliance and local employment through the mining sector.
- Review and evaluate existing mineral development programs and revise or supplement the Community Engagement Support Program to support findings.
- Continue the active implementation of completed Memoranda of Understanding with Agnico Eagle Mines, Baffinland, and TMAC Resources.
- Continue to actively participate in the 5-year review of the decision on the moratorium on Arctic offshore oil and gas licensing advocating for a decision-making role in the process. Preparing the Government of Nunavut to respond or participate in the decision scheduled for December 20, 2021.

### **Community Operations**

Community Operations divisions ensure that departmental programs are delivered and administered to meet the specific economic development needs of each region and their communities. Community Operations also oversee business development services and Regional Socio Economic Monitoring Committee activities. Offices for Community Operations are located in each of Nunavut's Qikiqtaaluk, Kivalliq, and Kitikmeot regions.

### **Objectives**

- To serve as the department's eyes and ears in the regions and communities, ensuring that local and regional economic development needs are addressed through the delivery and administration of departmental programs and implementation of strategies.
- To facilitate development in each region by overseeing business development services.
- To identify and promote potential areas of growth in each region through economic

development education, training and the provision of funding to businesses and other organizations.

- To ensure that communities affected by major development can address and monitor impacts as well as benefit from the arising economic opportunities.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Community Operations</b>		4,294	<b>4,334</b>	4,334	4,334
Community Operations provides direction and administrative support for program delivery in each region, and provides direct support to regional organizations and community governments to foster community economic development.					
<b>Small Business Support Program</b>		823	<b>823</b>	823	823
The Small Business Support Program provides contributions to community-based businesses and organizations to develop business opportunities, foster entrepreneurial skills and provide business aftercare services.					
<b>Regional Chambers of Commerce</b>		295	<b>295</b>	295	295
Support is provided for regional organizations that foster business development in Nunavut through promotion, education, training and advocacy.					
<b>Business Development Centres</b>		1,050	<b>1,050</b>	1,050	1,050
Business Development Centres (or community futures organizations) in each region support the development and growth of small and medium businesses through technical and financial support to small business start-ups, promotion of sustained local economies, as well as proactive efforts to identify local opportunities for community development.					
<b>Community Capacity Building</b>		4,454	<b>4,454</b>	4,454	4,454
The Community Capacity Building program provides a contribution to every Nunavut municipality to allow each to employ a qualified economic development officer. The program also supports community economic development projects and training.					
<b>Visitor Centres Program</b>		89	<b>89</b>	89	89
This program is designed to work in partnership with municipal governments and partner organizations to support the operations of established community and regional visitor centres.					
<b>Total, Community Operations</b>		<b>11,005</b>	<b>11,045</b>	<b>11,045</b>	<b>11,045</b>

#### **Priorities (2018-19)**

- Work with partners to develop a strategy to ensure that community economic development plans align with the *Turaaqtavut* mandate.

***Status:** Community visits conducted and Community Economic Development Plans have been reviewed with Community Economic Developers to ensure alignment with the Turaaqtavut mandate.*

- Coordinate the implementation of renewed economic development contribution program policies and guidelines.  
***Status:** Community Operations working with headquarters on the renewal of program policies and will work closely with communities to update the revised policies.*
- Work with communities and local businesses through community visits and information meetings to provide information for departmental programs.  
***Status:** Department presented at the Nunavut Economic Developers Association Workshop and conducted community visits to provide information about departmental programs in 2018-19.*
- Provide training for Community Economic Development Officers through workshops and hands on training.  
***Status:** Qikiqtaaluk Community Economic Development Officers conference to be held in January 2019 and hands on training to be completed during community visits.*
  - *Kivalliq Community Economic Development Officers Conference to be held in March 2019 and Community Economic Development Officer orientations and training to be provided during community visits, regular conference calls and regional meetings.*
  - *Kitikmeot training of new Community Economic Development Officers completed and monthly regional teleconferences ongoing.*
- Encourage and support small business through program funding to comply with the *Inuit Language Protection Act*.  
***Status:** Information on funding provided to small businesses.*

**Priorities (2019-20)**

- Support Policy, Planning and Communications in communicating changes to department funding programs to Nunavummiut and municipal partners.
- Collaborate with the Minerals and Petroleum Resources Division in the socio-economic monitoring of development projects.
- Review the Small Business Support Program Policy Implementation.
- Support the review of the department's grants and contributions programs for effectiveness and identify areas for improvement. .

**Priorities (2020-21)**

- Continue to monitor activities to promote and support the use of harvesting skills and community-based solutions to enhance access to nutritious food throughout the territory.

- Collaborate with the Minerals and Petroleum Resources Division in the socio-economic monitoring of development projects.
- Support an ongoing review of departmental grants and contributions programs.

#### Priorities (2021-22)

- Support an ongoing review of departmental grants and contributions programs.

### 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)	2018-19	2019-20	2020-21	2021-22
<b>Motor Vehicles</b>		3,652	<b>3,403</b>	3,403	3,403
Ensure motor vehicle regulations and safety codes are enforced as required and as they apply to all drivers and motor vehicles operating in Nunavut.					
<b>Total, Motor Vehicles</b>		<b>3,652</b>	<b>3,403</b>	<b>3,403</b>	<b>3,403</b>

#### Priorities (2018-19)

- Implement changes to the *Traffic Safety Act* stemming from the legalization of cannabis.  
*Status: Amendments were made to the Traffic Safety Act and associated regulations introduced to ensure that Nunavut has robust rules surrounding impairment and transportation of cannabis.*

- Instituting a public information campaign surrounding impaired driving, including cannabis.  
*Status: The department participated in the Government of Nunavut-wide cannabis communication activities to communicate new cannabis rules to the public. Announcements were made in all Nunavut communities to warn of the dangers of cannabis impairment while driving.*
- Complete the Motor Vehicles Information System project to ensure increased community capacity.  
*Status: Testing of the Motor Vehicles Information System was completed in 2018 and the system went live on November 26, 2018.*
- Develop and implement programs to make Class 7 and Class 5 Driver's Licence examinations available in all Nunavut communities.  
*Status: The department completed trained local examiners in Arviat, Sanikiluaq and Pond Inlet in 2018-2019 and has developed a program that is available to other communities. Discussions with other potential partners continue to find local written examiners in each community. In addition, casual Driver Examiners were hired in Gjoa Haven, Rankin Inlet and Iqaluit to help address the backlog of Nunavummiut who were trying to obtain Class 7 and Class 5 licences.*
- Conduct a pilot project in Arviat and other interested communities to train local licence examiners and improve local service delivery.  
*Status: The department completed a successful pilot project in Arviat that trained locally-based examiners and the process developed in Arviat was used in Sanikiluaq and Pond Inlet.*
- Increase the availability of examination and testing services for Class 3 and Class 1 licences across Nunavut.  
*Status: The department has had initial discussions with Nunavut Arctic College to streamline the process of examinations for Class 3 and Class 1 licences. As more locally-based examiners come online, Motor Vehicles examiners will have more capacity to focus on Class 3 and Class 1 examinations.*
- Examine alternative service delivery options for driver's licences and General Identification Cards across Nunavut.  
*Status: The department examined alternative service delivery options, including the technical and training issues surrounding streamlined licence and General Identification Cards delivery in Nunavut. Options have been pursued but were deemed too costly to be effective; the department will continue to monitor developments.*
- Develop an action plan for the implementation of regulations stemming from the updated *Traffic Safety Act*. Specifically, the department will consider instituting graduated licensing.  
*Status: Motor Vehicle Regulations related to the new Traffic Safety Act were adopted. The department did not pursue the introduction of a graduated licensing system and will not pursue this change until there are more streamlined examination and document issuance systems in place throughout the territory.*

- Initiate online motor vehicle licence renewal and vehicle registration processes.  
*Status: The department was not able to develop an online vehicle licence renewal and registration process because of competing priorities; however this remains a priority for 2019-20.*
- Complete implementation of the updated Motor Vehicles Information System throughout Nunavut.  
*Status: The department undertook testing of the Motor Vehicles Information System and the system went live on November 26, 2018.*

**Priorities (2019-20)**

- Develop materials for the public outlining the process for driver's licence examinations and services on a community by community basis.
- Make improvements in delivery of motor vehicles services, including examining options for online and telephone service.
- Continue to provide training for locally-based driver examiners in conjunction with municipal partners and others.
- Monitor effectiveness of Cannabis related laws and regulations and determine if changes are required to ensure public safety.
- Continue public information campaign informing Nunavummiut of the *Traffic Safety Act* regulations.
- Examine and implement appropriate regulations stemming from the *Traffic Safety Act*.
- Increase Commercial Vehicle Safety Alliance inspections, including of school buses, throughout Nunavut.
- Undertake assessment of the need for driver training schools in conjunction with Nunavut Arctic College and the Nunavut Association of Municipalities.

**Priorities (2020-21)**

- Continue to provide training for locally-based driver examiners in conjunction with municipal partners and others.
- Launch a public information campaign to inform the public of new regulations stemming from the *Traffic Safety Act*.
- Continue Commercial Vehicle Safety Alliance inspections throughout the territory.
- Introduce regulations surrounding graduated drivers licensing in Nunavut and associated implementation plan.

- Introduce regulations for driver training in Nunavut and improve processes for examinations after training has been conducted.

### Priorities (2021-22)

- Continue to provide training for locally-based driver examiners in conjunction with municipal partners and others.
- Continue Commercial Vehicle Safety Alliance inspections throughout the territory.
- Review graduated-licensing delivery in Nunavut, and provide regulatory or legislative amendments as required.
- Evaluate driver training regulations and provide regulatory or legislative amendments as required.

## Nunavut Airports

Nunavut Airports is responsible for the operation and maintenance of the 24 Arctic A, B and C Airports outside Iqaluit. The division ensures facilities are in regulatory compliance and that staff and equipment meet or exceed federal standards. This involves a close working relationship with Transport Canada, NAV CANADA, and the community governments and contractors who provide services to operate and maintain community airports, as well as with consultants and contractors who deliver construction projects.

### Objectives

- Ensure safe airport services and facilities are available to all residents of Nunavut by maintaining federal airport certification.
- Provide for efficient movement of goods by ensuring adequate airport facilities for scheduled air service to each community.
- Undertake facility planning, airport construction and rehabilitation projects, in compliance with the regulatory and design standards for airports as directed by federal statutes.

Programs	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
<b>Nunavut Airports</b>		16,756	<b>17,111</b>	17,126	17,126
<b>Northern Aviation Scholarships</b>		30	<b>30</b>	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 Nunavut Agreement beneficiaries pursuing studies leading to careers in airport operations and

maintenance.

<b>Total, Nunavut Airports</b>	<b>16,786</b>	<b>17,141</b>	<b>17,156</b>	<b>17,156</b>
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### Priorities (2018-19)

- Engage Nunavut based companies to improve the reliability of airport infrastructure, including mobile equipment, airfield lighting systems and buildings operated under the Nunavut Airports program.  
*Status: Undertook major repairs and installation of runway visual aids at 10 airports in response to Transport Canada regulatory findings; work was undertaken by a Nunavut registered Inuit owned firm. Major mobile equipment was purchased for four communities; all purchases were made from Nunavut registered Inuit owned firms.*
- Conduct a comprehensive review of commercial land and building space lease rates in effect at Nunavut airports.  
*Status: This priority was deferred due to major changes in management in the Nunavut Airports Division. The priority will be included in the 2019-20 Business Plan.*
- Complete Quality Assurance Audits of airport facilities and operations at airports in Pond Inlet, Resolute, Qikiqtarjuaq, Pangnirtung, Kugaaruk, Cambridge Bay, Kugluktuk, Baker Lake, and Whale Cove.  
*Status: This priority was completed in all named communities with the exception of Kugaaruk. Kugaaruk Quality Assurance audit has been rescheduled for 2019-20.*
- Engage Transport Canada regarding potential airport rehabilitation projects through the (federal) Airports Capital Assistance Program.  
*Status: The department signed an agreement with Transport Canada for a major runway rehabilitation project in Clyde River. This project is 100% funded by the Airports Capital Assistance Program.*

### Priorities (2019-20)

- Conduct a comprehensive review of commercial land and building space lease rates in effect at Nunavut airports.
- Complete Quality Assurance Audits of airport facilities and operations in Arctic Bay, Grise Fiord, Kimmirut, Sanikiluaq, Gjoa Haven, Taloyoak, Chesterfield Inlet, Rankin Inlet, Naujaat, Kugaaruk and Coral Harbour.
- Undertake live testing of Emergency Response Plans at eight other airports in Nunavut.
- Develop territory-wide standards for airport facilities in Nunavut, including a maintenance management program.
- Develop two major rehabilitation priorities for submission to Transport Canada Airports Capital Assistance Program.



- Ensure awareness of Northern Aviation Scholarship and participate in selection of successful applicants for program.

**Priorities (2020-21)**

- Review delivery options for Safety Management Systems at all Nunavut Airports.
- Develop two major rehabilitation priorities for submission to Transport Canada Airports Capital Assistance Program.
- Implement the Airports Maintenance Management System across all regions.
- Ensure awareness of Northern Aviation Scholarship and participate in selection of successful applicants for program.

**Priorities (2021-22)**

- Develop two major rehabilitation priorities for submissions to Transport Canada Airports Capital Assistance Program.
- Implement the recommended delivery options for Safety Management Systems at all Nunavut Airports.

**Iqaluit International Airport**

Iqaluit International Airport serves a vital role in supporting air transportation in Nunavut, trans-Atlantic air navigation, polar routes and North American Air Defence. As one of 26 airports included in Canada’s National Airport System, the Iqaluit Airport is deemed to be of strategic importance to Canada.

**Objectives**

- To ensure safe, efficient and effective management and operation of the Iqaluit International Airport in accordance with the Aeronautics Act, the Canadian Aviation Regulations and the Canadian Aviation Security Regulations.
- To maintain designation as a National Airport System facility and international alternate use airport.
- Provide oversight of the private partner’s performance under the Iqaluit International Airport Improvement Project Agreement, and manage those responsibilities which remain with the department.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Iqaluit International Airport</b>		24,479	<b>24,500</b>	24,500	24,500
This program area ensures the safe, reliable, efficient and effective operation of Iqaluit					

International Airport.

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<b>Total, Iqaluit International Airport</b>	<b>24,479</b>	<b>24,500</b>	<b>24,500</b>	<b>24,500</b>
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**Priorities (2018-2019)**

- Monitor the P3 Partners’ compliance with all provisions of the operations plans for the Iqaluit airport, including Inuit employment and training provisions.  
*Status: The division continues to monitor the P3 Partner’s performance, including the closeout of deficiencies.*
- Oversee commercial development of airport lands in accordance with the Commissioner’s Airport Lands Regulations.  
*Status: The division continues to monitor commercial development, and is engaged with the City of Iqaluit to effect transfer of airport lands to the City.*
- Initiate refurbishing of yellow Air Terminal Building.  
*Status: This priority has been deferred.*
- Complete consultations on the Sequenced Strobe Approach Lighting System and resubmit the project to Transport Canada’s Airport Capital Assistance Program for funding consideration.  
*Status: Consultations have been completed. The project has been withheld from submission to Transport Canada based on prioritization of other airport projects in Nunavut.*

**Priorities (2019-20)**

- Monitor the P3 Partners’ compliance with all provisions of the operations plans for the Iqaluit airport, including Inuit employment and training provisions.
- Oversee commercial development of airport lands in accordance with the Commissioner’s Airport Lands Regulations.
- Develop a business case for refurbishment of the (yellow) Iqaluit Air Terminal Building.

**Priorities (2020-21)**

- Monitor the P3 Partners’ compliance with all provisions of the operations plans for the Iqaluit airport, including Inuit employment and training provisions.
- Oversee commercial development of airport lands in accordance with the Commissioner’s Airport Lands Regulations.

**Priorities (2021-22)**

- Monitor the P3 Partners’ compliance with all provisions of the operations plans for the Iqaluit airport, including Inuit employment and training provisions.

- **Oversee commercial development of airport lands in accordance with the Commissioner's Airport Lands Regulations.**

## Financial Summary

Branch	2018-2019		2019-2020		2020-2021		2021-2022	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>Corporate Management</b>								
Compensation & Benefits	6,229	50.0	<b>6,229</b>	<b>50.0</b>	6,229	50.0	6,229	50.0
Grants & Contributions	11,191		<b>11,191</b>		11,191		11,191	
Other O&M	1,245		<b>1,245</b>		1,245		1,245	
Subtotal	18,665		<b>18,665</b>		18,665		18,665	
<b>Economic Development</b>								
Compensation & Benefits	7,642	60.0	<b>7,680</b>	<b>60.0</b>	7,680	60.0	7,680	60.0
Grants & Contributions	12,720		<b>12,945</b>		12,945		12,945	
Other O&M	2,638		<b>2,765</b>		2,714		2,714	
Subtotal	23,000		<b>23,390</b>		23,339		23,339	
<b>Transportation</b>								
Compensation & Benefits	4,534	32.0	<b>4,834</b>	<b>36.0</b>	5,434	36.0	5,434	36.0
Grants & Contributions	30		<b>30</b>		30		30	
Other O&M	40,353		<b>40,180</b>		39,595		39,595	
Subtotal	44,917		<b>45,044</b>		45,059		45,059	
<b>Total</b>	<b>86,582</b>	<b>142.0</b>	<b>87,099</b>	<b>146.0</b>	<b>87,063</b>	<b>146.0</b>	<b>87,063</b>	<b>146.0</b>

## Inuit Employment Plan

Departmental Inuit Employment Targets				
Economic Development and Transportation	As of Sept. 30, 2018		As of March 31, 2020	
	Capacity %		Capacity %	
<b>Total Department Positions</b>	<b>143</b>		<b>146</b>	
Total Filled Positions	101	71%	117	80%
Total Vacancies	42	29%	29	20%
<b>Total Inuit</b>	<b>63</b>	<b>62%</b>	<b>70</b>	<b>60%</b>
<b>Total Executive Positions</b>	<b>3</b>		<b>3</b>	
Total Filled Executive Positions	3	100%	3	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	1	33%	1	33%
<b>Total Senior-Management Positions</b>	<b>11</b>		<b>10</b>	
Total Filled Senior-Management Positions	8	73%	9	90%
Total Vacant Senior-Management Positions	3	27%	1	10%
Total Inuit in Senior-Management Positions	5	63%	5	56%
<b>Total Middle-Management Positions</b>	<b>29</b>		<b>30</b>	
Total Filled Middle-Management Positions	22	76%	25	83%
Total Vacant Middle-Management Positions	7	24%	5	17%
Total Inuit in Middle-Management Positions	9	41%	11	44%
<b>Total Professional Positions</b>	<b>38</b>		<b>38</b>	
Total Filled Professional Positions	27	71%	30	79%
Total Vacant Professional Positions	11	29%	8	21%
Total Inuit in Professional Positions	16	59%	19	63%
<b>Total Paraprofessional Positions</b>	<b>31</b>		<b>33</b>	
Total Filled Paraprofessional Positions	19	61%	24	73%
Total Vacant Paraprofessional Positions	12	39%	9	27%
Total Inuit in Paraprofessional Positions	13	68%	13	54%
<b>Total Administrative Positions</b>	<b>31</b>		<b>32</b>	
Total Filled Administrative Positions	22	71%	26	81%
Total Vacant Administrative Positions	9	29%	6	19%
Total Inuit in Administrative Positions	19	86%	21	81%

*Note: 143 PYs were reported as of September 30, 2018; however, the Main Estimates show 142 PYs in the restatements for 2018-2019. The 1 PY reduction is due to removal of a long-standing inactive position.*

## Capacity

The Department of Economic Development and Transportation is highly decentralized, with 54% of all positions located outside Iqaluit. As of October 2018, capacity and Inuit employment were higher for the department's positions located outside the capital at 78% and 67% respectively, compared to 62% capacity and 56% 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 2018 the department employed 27 casual and relief employees, 15 of whom are Inuit.

## Inuit Employment Plan

### March 31, 2019 Inuit Employment Target Positions

The Department of Economic Development and Transportation has filled 38% of the number of positions targeted to be filled by Inuit (totaling three, of eight targeted). Of the five remaining positions targeted to be filled by Inuit, all but one are being dealt with by the Department of Finance through the staffing process as restricted competitions for Inuit.

In addition to the specifically targeted positions the department also hired an additional three Inuit. This included:

- 1 Professional
- 2 Paraprofessionals

## Priorities (2018-19)

The department committed to pursuing the following priorities to support achievement of the March 31, 2019 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 one or two new interns in 2018-19;  
*Status: The department has one current employee in the internship program for a senior management position. The department continues to seek Sivuliqtiksat candidates and would have more in the program if space were available.*
  - Summer Students Employment Equity Program. In 2018 the department will aim to increase the engagement of Inuit summer students;  
*Status: The department employed nine Inuit summer students in 2018 which was the same as the year previous. The department experienced low pick up in the regions and a lack of work space in Iqaluit.*
  - Hivuliqtikhanut Program. The department will continue to encourage more enrollments in 2018-19 and beyond.  
*Status: The department had two Inuit participate in the Hivuliqtikhanut Program throughout 2018-19, and continues to promote and encourage Inuit to enroll in the program.*

- Though the measured use of fixed-term job offers to non-Inuit, maximize the opportunities available for Inuit in the medium- to long-term.  
*Status: The department submitted the majority of non-restricted job competitions with fixed terms in case no qualified Inuit could be found. This allows the department a second attempt to hire Inuit when the fixed terms expire and potential qualified candidates enter the work force.*
- Re-establish a departmental Training and Development Committee with a representative level of Inuit tasked with assisting employees in pursuing professional and career development opportunities.  
*Status: The Department of Economic Development and Transportation re-established this committee in October 2018 as a result of having staff now currently occupying positions able to focus on the task.*
- Pilot the Economic Development and Transportation Training and Development Program across the department and explore opportunities to expand the program to Professional and Senior Management categories.  
*Status: The department has delayed launch a pilot until after October 2018 due to decreased staffing capacity.*
- Explore the possibility of creating a training budget to fund training and development programs.  
*Status: Changes in key senior management positions has postponed this priority, which the department intends to pursue.*
- Develop succession plans for all Managers and above who are nearing retirement.  
*Status: Accomplished.*

### **Priorities (2019-20)**

Achievable 2019-20 targets recognize that 37% of departmental positions are filled by non-Inuit on an indeterminate basis.

The department has identified 6 targeted positions and intends to fill them with Inuit by March 31, 2020. It is anticipated that they will be hired through competitions subject to the Priority Hiring Policy, through the measured use of restricted “Beneficiaries Only” competitions, and Direct Appointments.

In addition, the department will:

- Continue to participate in Government of Nunavut-wide programs such as:
  - *Sivuliqtiksat* Internship Program. The department has a target of two active interns on an ongoing basis;
  - Summer Students Employment Equity Program. In 2019 the department will aim to increase the engagement of Inuit summer students; and
  - *Hivuliqtikhanut* Program. The department will continue to encourage increased enrollment in 2019-20 and beyond.

## *Department of Economic Development and Transportation*

- Though the measured use of fixed-term job offers to non-Inuit, maximize the opportunities available for Inuit in the medium- to long-term.
- Have the Training and Development Committee begin identifying and assisting employees in pursuing professional and career development opportunities.
- Develop and implement an Interdepartmental Inuit Culture and Language program focused on increasing the Inuit Qaujimajatuqangit capacity of the Department of Economic Development and Transportation employees.
- Develop a presentation of Career Selection for students on the opportunities within the department and general Nunavut professional work force.
- Develop succession plans for all managers and above who are nearing retirement.
- Exceed the departmental goal of 60% representation by March 31, 2020

### **Priorities (2020-21)**

- Though the measured use of fixed-term job offers to non-Inuit, maximize the opportunities available for Inuit in the medium- to long-term.
- Continue to deliver an Interdepartmental Inuit Culture and Language program focused on increasing the Inuit Qaujimajatuqangit capacity of the Department of Economic Development and Transportation employees.
- Deliver school presentations on the positions and opportunities within the department and related sectors.
- Have the departmental Training and Development Committee identify 2 to 3 Inuit employees to pursue professional and career development opportunities which will enable them to move into higher positions.
- Have succession plans for all managers and above who are nearing retirement.

### **Priorities (2021-22)**

- Though the measured use of fixed-term job offers to non-Inuit, maximize the opportunities available for Inuit in the medium- to long-term.
- Continue to deliver an Interdepartmental Inuit Culture and Language program focused on increasing the Inuit Qaujimajatuqangit capacity of the Department of Economic Development and Transportation employees.
- Deliver school presentations on the positions and opportunities within the department and related sectors.



- Have the departmental Training and Development Committee identify 2 to 3 Inuit employees to pursue professional and career development opportunities using the Department of Economic Development and Transportation Training and Development Program which will enable them to move into higher positions.
- Have succession plans for all managers and above who are nearing retirement.

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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 Agreement* by providing opportunities to enhance Inuit participation in government employment. The representative level is defined as the ratio of Inuit to the total population in the Territory and applies to all occupational categories.

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

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

The following table is a snapshot of the public service as of September 30, 2018 by occupational category:

<b>September 30, 2018</b>	<b>Total Positions</b>				<b>Inuit</b>	
	<b>Total</b>	<b>Vacancies</b>	<b>Filled</b>	<b>% Capacity</b>	<b>Employed</b>	<b>% IEP</b>
Executive	7	0	7	100%	3	43%
Senior Management	29	8	21	72%	3	14%
Middle Management	78	12	66	85%	20	30%
Professional	249	73	176	71%	68	39%
Paraprofessional	119	27	92	77%	50	54%
Administrative Support	108	34	74	69%	70	95%
<b>TOTALS</b>	<b>589</b>	<b>153</b>	<b>436</b>	<b>74%</b>	<b>214</b>	<b>49%</b>

*Note: The table above only reports on established positions of the 5 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister’s Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksat intern positions. The table above reports on the number of incumbents whether they are working full time or part time.*

The following table is a snapshot of the public service as of September 30, 2018 by corporation:

September 30, 2018	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Nunavut Arctic College	252	97	155	62%	87	56%
Nunavut Business Credit Corporation	6	1	5	83%	2	40%
Nunavut Development Corporation	5	0	5	100%	3	60%
Nunavut Housing Corporation	123	32	91	74%	33	36%
Qulliq Energy Corporation	203.4	23.6	179.8	88%	89	49%
<b>TOTALS</b>	<b>589</b>	<b>153</b>	<b>436</b>	<b>74%</b>	<b>214</b>	<b>49%</b>

*Note: The table above only reports on established positions of the 5 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksatsat intern positions. The table above reports on the number of incumbents whether they are working full time or part time.*

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

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

### **Government Wide Plan**

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

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

Carrying out these initiatives across the departments and agencies will result in the Government of Nunavut achieving enhanced Inuit employment by March 31, 2020. The following identifies the targets by occupational category:

March 31, 2020	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	8	0	8	100%	3	38%
Senior Management	30	6	24	80%	3	13%
Middle Management	78	11	67	86%	21	31%
Professional	250	63	187	75%	77	41%
Paraprofessional	122	22	100	82%	59	59%
Administrative Support	106	30	76	72%	72	95%
<b>TOTALS</b>	<b>593</b>	<b>131</b>	<b>462</b>	<b>78%</b>	<b>235</b>	<b>51%</b>

*Note: The table above only reports on established positions of the 5 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksat intern positions. The table above reports on the number of incumbents whether they are working full time or part time.*

The following is a snapshot of the Inuit employment targets for March 31, 2020 by corporation:

March 31, 2020	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Nunavut Arctic College	252	97	155	62%	87	56%
Nunavut Business Credit Corporation	6	1	5	83%	2	40%
Nunavut Development Corporation	5	0	5	100%	3	60%
Nunavut Housing Corporation	123	21	102	83%	41	40%
Qulliq Energy Corporation	207	12	195	94%	102	52%
<b>TOTALS</b>	<b>593</b>	<b>131</b>	<b>462</b>	<b>78%</b>	<b>235</b>	<b>51%</b>

*Note: The table above only reports on established positions of the 5 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksat intern positions. The table above reports on the number of incumbents whether they are working full time or part time.*

## **Initiatives Specifically Designed for Inuit**

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

### **Priority Hiring Policy**

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

### **Restricted Competitions**

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

### **Sivuliqtiksat Internship Program**

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

### **Trainee and Internships**

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

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

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

### **Policy Foundations Program**

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

### **Amaqtaarniq Education Program**

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

### **Career Broadening Program**

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

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

### **Training Travel Fund**

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

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

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

### **Policy Development Program**

The Policy Development Program is a comprehensive training program that will enable Inuit employees of the GN to explore the perspectives, knowledge and skills needed for a career in public policy through a Policy Foundations program. Deepen the knowledge, skills and

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

### **Hivuliqtikhanut Leadership Program**

The Government of Nunavut introduced a new leadership development program to build and sustain leadership capacity. This is the first time Nunavut has initiated a unique leadership program specifically aimed to strengthen the public service. The Hivuliqtikhanut Leadership Program provides modular, classroom-based learning for emerging leaders, supervisors and senior managers using the GN Competency Model and Inuit Societal Values as its foundation. Accreditation towards a post-secondary program is currently being explored.

### **Education Leave**

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

### **Trainer's Allowance**

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

### **Learning and Development Courses**

Executive and Intergovernmental Affairs coordinates the general learning and development training courses that is available for all GN employees. These are general short courses and workshops (1-5 days) are designed to meet general training needs in such areas as computer literacy, financial management, supervisory skills, and human resources management. EIA collaborates with various service providers for program delivery by institutions that specialize in that subject matter.

### **Specialized Training Fund**

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



## **Mentorship**

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

## **Inuktitut as a Second Language**

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

## **Learning Plans**

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

## **Occupational Certificate Training Programs**

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

## **Restricted Competitions**

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

## **Summer Student Employment Equity Program**

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

## **Transfer Assignments**

Transfer assignments are typically opportunities for current Government of Nunavut employees to develop new skills and abilities sometimes in different departments/agencies. Transfer

## *Inuit Employment Plan - Corporations*

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  
ARCTIC  
COLLEGE

# Nunavut Arctic College

# Business Plan

2019-2022

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## **INTRODUCTION**

Nunavut Arctic College (NAC) is a public agency that was continued through the *Nunavut Arctic College Act*. Nunavut Arctic College was originally created on January 1, 1995. As a public agency, Nunavut Arctic College is listed under Schedule B of the *Financial Administration Act*, and as such is considered a territorial corporation. Territorial corporations are considered to be at “arms-length” from the Government of Nunavut. Part IX of the *Financial Administration Act* provides the governing framework for territorial corporations.

The College reports to the Legislative Assembly, Executive Council and Nunavummiut through its President, Board of Governors, and the Minister responsible for Nunavut Arctic College. This approach is taken in order to maximize the effectiveness and responsiveness of the College for the present and future benefits of Nunavummiut.

The purpose of Nunavut Arctic College is to deliver adult and post-secondary education, including the delivery of university level programs. The College currently delivers three university degree level programs. Our University partners confer the degrees to learners who have successfully completed those programs. Nunavut Arctic College not only provides adult basic education and a variety of vocational programs, but also specific targeted training, such as leadership development, marine and fisheries training, trade and pre-trades programing, and office administration. Additionally, the College also promotes the expansion and retention of knowledge through its applied research work at the Nunavut Research Institute and promotes local publishing and resource development through NAC Media.

### ***Mission***

The mission of Nunavut Arctic College is to strengthen the people and communities of Nunavut by providing life-long learning opportunities for adult Nunavummiut by delivering quality career programs developed with input from our partners throughout the Arctic and Canada, and by making the benefits of Inuit traditional knowledge and southern science more accessible.

### ***Vision***

Nunavut Arctic College will be recognized as the post-secondary institution of choice for the people of Nunavut by offering a wide range of pathways to culturally relevant programs of the highest national standard. The College will promote opportunities, innovation and leadership while enhancing knowledge of Inuit language and culture to permit all learners to proudly take their place in Nunavut and beyond.

### ***Our Values***

Nunavut Arctic College is a creative community of educators and learners. We are proud of our essential role in providing education that bridges the Nunavut of yesterday, today, and tomorrow.

We value our learners and are committed to their success by:

- Engaging and challenging our learners in learner-centered programs;

- Supporting learners through personal interaction, small scale learning environments, and sensitivity to the needs of learners;
- Integrating Inuit culture and knowledge into our programs.

We value a positive and productive learning and working environment by:

- Offering innovative programs to meet the requirements of a wide range of learners;
- Providing services that acknowledge learners as multi-faceted individuals and promote learner success in all areas of life: as workers, community members, volunteers, family members, and parents;
- Establishing and achieving College objectives through the application of research and transparent practices, and through the services of Nunavut Research Institute establishing the highest research standards.

We value strong connections to the communities we serve by:

- Utilizing community-based delivery models for programs;
- Valuing exchange and interaction with communities and acknowledging the community's role in establishing educational priorities for the College.
- Collaborating with other institutions and organizations in order to provide a broad range of programs and services for Nunavummiut.

We value our partnerships by:

- Collaborating with other institutions and organizations in order to provide a broad range of programs and services for the people of Nunavut.

## ***Principles***

Nunavut Arctic College's principles serve as guideposts to create a learner-centered institution that reflects Inuit values, beliefs, and knowledge. The College is an inclusive institution that:

- Respects and honors Inuktitut and culture.
- Involves Elders as an integral part of College life.
- Promotes an understanding of Inuit culture and language.
- Values learners' connections to family and community.
- Prepares learners for meaningful careers and healthy lives.
- Places the well-being of learners first and provides a strong caring network of support.
- Promotes learning as a positive life-changing experience, involving the whole person body-mind-spirit.
- Encourages the personal, professional, and academic development of learners and staff.
- Engages learners as active participants in all aspects of learning and evaluation.
- Ensures graduates meet national standards.



## **STRATEGIC LINK TO *Turaaqtavut: Our Goals***

Nunavut Arctic College is committed to working with the Government of Nunavut to achieve the objectives and priorities of *Turaaqtavut: Our Goals*.

Self-reliance and optimism through education and training: Nunavut Arctic College strives to have a wider range of options for education, adult learning, and training. Nunavut Arctic College is committed to leading the support in the following priorities which have an impact on College operations:

- *Putting our communities first by offering local skills and trades training that will reduce our dependence on imported labour and support employment for people with disabilities;*
- *Improving supports for postsecondary learners and postsecondary programs that develop the knowledge and skills that we need in Nunavut;*
- *Additionally, the College will continue to provide support to Government of Nunavut Departments and agencies in achieving all *Turaaqtavut* Mandate goals.*

### **Strategic Goals**

The Board of Governors of Nunavut Arctic College has established four strategic goals in line with this Mandate. The strategic goals will be achieved within the broader context of the vision, guiding principles and priorities of *Turaaqtavut: Our Goals*.

- **Communities: Improving Programs and Services to Communities**

The continuing need for more adult learning opportunities accessible in the communities has been an ongoing priority. Offering a diversity of programs in communities leads to further training for employment.

- **Culture: Building a Culturally Responsive College**

The Board of Governors wishes to ensure that Inuktitut and culture are the foundation for adult learning at Nunavut Arctic College. The Board welcomes partnership opportunities with communities, schools, regional Inuit associations, and industry. The Board of Governors values the participation of Elders in the learning of its learners. The Board of Governors considers the establishment of bilingual learning environments to be a need and supports the development of bilingual learning materials.

- **Excellence: Achieving Academic Excellence**

The Board of Governors supports appropriate academic standards for all programs. The Board of Governors values entrance standards that recognize the different abilities and accomplishments of adult learners and exit standards that align with Nunavut's diverse labour market needs as well as the College's post-secondary partners. Recognition of Prior Learning will be incorporated into all programs. All programs are expected to provide appropriate Inuit content, community access, and transition-to-work experiences; and undergo periodic quality review and meet acceptable performance standards. It is an important priority to provide the necessary support to learners when they attend Nunavut Arctic College. The Board of Governors has made it a priority to ensure that our Learner

Services division receives the necessary resources to provide Learner Services that meet or exceed national standards.

- **Strength: Strengthening College Systems and Operations**

The Board of Governors recognizes its duty to oversee the management of Nunavut Arctic College in the best interests of both the College and Nunavummiut at large, while recognizing its accountability to the Minister. Nunavut Arctic College works with the Financial Management Board to maintain accountability and address any issues raised by the Office of the Auditor General. Nunavut Arctic College continues to work on partnership committees with Government of Nunavut departments to coordinate adult learning and training activities in Nunavut to ensure the wise use of its resources.

## **ENVIRONMENTAL SCAN**

The core business of Nunavut Arctic College is education and training for employment and entrepreneurship. In carrying out its core business, Nunavut Arctic College faces unique challenges and opportunities. Six critical challenges influence future decision-making. Responding to these challenges and turning them into opportunities will shape the strategic direction of Nunavut Arctic College during the coming years.

- **Inuit Language and Culture**

The Board of Governors wishes to build a college that mirrors Nunavut in terms of its adherence to Inuit societal values, culture, and language. This is reinforced by the requirements of the *Inuit Language Protection Act* to deliver bilingual services and training, as well as meeting the demands of the *Education Act* to train bilingual teachers. Nunavut Arctic College will be a key stakeholder in supporting capacity-building initiatives. The transfer of Piquqsilirivvik has enhanced the College's capacity to deliver culturally appropriate programs. This will be further enhanced by the creation of an Inuktitut and Culture Centre of Excellence, which will ensure the efficient use of its existing resources to improve and increase delivery of language and culture programs.

- **Educational Attainment**

Nunavut lags in comparison with the rest of Canada in educational attainment (2012 Aboriginal Peoples Survey). Approximately 42% of Inuit between the ages of 18 to 44 have a high school diploma or equivalency. In addition to this, 26% of Inuit 18 to 44 had a postsecondary credential, such as a certificate, diploma, or degree awarded at the Post-Secondary level.

Lower educational attainment can be seen reflected in lower employment and earnings. There is a pressing need to encourage and enable mature learners to acquire the academic foundations needed to be successful in higher education and employment. This will focus efforts on community delivery of programs. Federal funding of Adult Basic Education enabled the development and implementation of relevant community program delivery. The continuing Pathways to Adult Secondary School (PASS) Diploma program provides opportunities through distance learning to earn a Nunavut Grade 12 Diploma.

- **Economic Growth**

Specific to labour force development, there is an ongoing employment demand in the construction, mining, and trades industry. Furthermore, there are considerable opportunities in the tourism and traditional arts economies. Additionally, the Government of Nunavut continues to need trained employees to serve Nunavummiut, particularly in finance, health, and education. In contrast to the traditional economy, the emerging economy expects a high school diploma as a basic job entry requirement and college or university for career advancement.

- **Demographics**

Nunavut has Canada's youngest population as well as one of the Nation's fastest growing. On average, the population has been growing by 1.9 percent annual since 2004. In total, the population has grown by 24.2 percent over the last 13 years. As of 2016, the median age of Nunavummiut was 26.1 years, compared to 40.6 years for Canada as a whole. These demographics mean that a significant number of Nunavummiut fall within the College's targeted demographic for career oriented programming.

- **Geography**

Nunavut has the most widely dispersed population in Canada. Nunavut Arctic College's major programs and facilities are centered in four communities – Iqaluit, Rankin Inlet, Cambridge Bay, and Clyde River – comprising approximately 35% of Nunavut's population. The remaining 65% of Nunavummiut have limited access to adult learning through their local Community Learning Centres unless they move to a regional campus. Making more adult learning and training accessible in the communities will reduce the need for learners and their families to relocate and will enable more Nunavummiut to get the training they need to support future employment and advance their careers. Though distance learning technologies, methodologies, and curriculum exist, current cost and lack of bandwidth limit full Nunavummiut participation in online education.

The Board of Governors views online learning as an opportunity to increase learner enrollment as well as improve accessibility to College programs. With the anticipated increase in broadband connectivity, the College is preparing for course offerings and program deliveries in an online manner. In the meantime, the College continues to work with its partners and the Department of Community and Government Services' Informatics Planning and Services Division to mitigate bandwidth issues and find cost effective solutions for the delivery of distance learning.

- **Institutional Development**

The *Nunavut Arctic College Act* came into force in 2011, which further clarifies the responsibilities and authorities of the College. The ability to work with other post-secondary institutions in delivering university courses provides the College with degree granting authority, which positions the College for strong future program delivery in the territory.

## INUIT EMPLOYMENT PLAN

Nunavut Arctic College shares the objective of Article 23 of the *Nunavut Agreement* "to increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level". Nunavut Arctic College contributes in two ways. First, it strives to increase the employment of Inuit in the College. Second, it strives to increase the number of Inuit graduates from its programs thereby enabling more Inuit to be eligible for employment in Nunavut.

<b>Departmental Inuit Employment Targets</b>				
<b>Nunavut Arctic College</b>	<b>As of Sept. 30, 2018</b>		<b>As of March 31, 2020</b>	
	<b>Capacity %</b>		<b>Capacity %</b>	
<b>Total Department Positions</b>	<b>251.77</b>		<b>251.77</b>	
<b>Total Filled Positions</b>	155	62%	155	62%
<b>Total Vacancies</b>	96.77	38%	96.77	38%
<b>Total Inuit</b>	87	56%	87	56%
<b>Total Executive Positions</b>	<b>2</b>		<b>2</b>	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	1	50%	1	50%
<b>Total Senior-Management Positions</b>	<b>9</b>		<b>9</b>	
Total Filled Senior-Management Positions	4	44%	4	44%
Total Vacant Senior-Management Positions	5	56%	5	56%
Total Inuit in Senior-Management Positions	2	50%	2	50%
<b>Total Middle-Management Positions</b>	<b>26</b>		<b>26</b>	
Total Filled Middle-Management Positions	19	73%	19	73%
Total Vacant Middle-Management Positions	7	27%	7	27%
Total Inuit in Middle-Management Positions	8	42%	8	42%
<b>Total Professional Positions</b>	<b>132.6</b>		<b>132.6</b>	
Total Filled Professional Positions	83	63%	83	63%
Total Vacant Professional Positions	49.6	37%	49.6	37%
Total Inuit in Professional Positions	37	45%	37	45%
<b>Total Paraprofessional Positions</b>	<b>25.5</b>		<b>25.5</b>	
Total Filled Paraprofessional Positions	16	63%	16	63%
Total Vacant Paraprofessional Positions	9.5	37%	9.5	37%
Total Inuit in Paraprofessional Positions	11	69%	11	69%
<b>Total Administrative Positions</b>	<b>56.67</b>		<b>56.67</b>	
Total Filled Administrative Positions	31	55%	31	55%
Total Vacant Administrative Positions	25.67	45%	25.67	45%
Total Inuit in Administrative Positions	28	90%	28	90%

## Capacity

The goal of Nunavut Arctic College is to increase Inuit employment. The focus is on the professional (instructors) category. The professional category is critical because a bilingual learning environment is an urgent need. These positions are difficult to fill because eligible instructors require formal qualifications and positions must be filled before the instructional term begins.

To increase Inuit employment significantly, the attrition rate has to increase and/or the vacancy rate has to decrease. However, increasing the attrition rate would mean losing experienced employees and reducing the quality of our capacity to train Nunavummiut for employment. Therefore, the focus is on reducing the vacancy rate by increasing Inuit employment, particularly in the professional category.

The next critical area is management. However, the factors are different. The executive, senior, and middle management categories have comparatively few vacancies and therefore fewer opportunities for growth in Inuit employment. In the short-term, several Nunavut Arctic College managers will be eligible for retirement, which will create opportunities for increasing Inuit employment through succession planning. For these positions, the college is actively seeking internships through the Sivuliqtiksat Internship Program.

## Inuit Employment

In the coming fiscal year, Nunavut Arctic College will strive to make a net increase of 10 additional Inuit employees spread across the College's Middle Management, Professional, Paraprofessional, and Administrative Support Categories. Please note this number factors-in attrition rates among Inuit employees currently at the College. Although there will be an increase in the overall number of Inuit employed by the College equivalent to a roughly 11% increase of current number of Inuit employees within the College, this is not expected to increase overall representation dramatically as the College is also taking steps to significantly increase capacity and decrease the College's overall vacancy rate.

### Priorities (2018-2019)

- The College will launch a Nunavut Arctic College foundation to award scholarships and bursaries to Inuit learners in areas identified as needed in the labour market.  
*Status: Nunavut Arctic College's Board of Governors has struck a subcommittee to create the Nunavut Arctic College foundation. The foundation will be placed to start taking donations by the end of the fiscal year.*
- The College will draft a strategy to actively recruit College Alumni into management and professional positions.  
*Status: This initiative has been delayed and is deferred to the 2019-2020 fiscal year.*

### Priorities (2019-2020)

- The College will broker specialized programs to increase capacity at the highest levels of the Institution with a specific focus on Inuit employment.

- The College will draft a strategy to ensure identified Inuit working at the College are taking part in Executive and Intergovernmental Affairs' Mentorship and Leadership training programs in order to strategically build leadership capacity as well as ensure succession planning at the College is in place.
- The College will draft a strategy to actively recruit College alumni into management and professional positions.

**Priorities (2020-2021)**

- The College will explore options either, internally or through the Memorandum of Understanding with the university partner, to develop the instructional capacity of Inuit currently in or moving into identified instructor positions in the professional category.
- The College will expand the use of restricted competitions.

**Priorities (2021-2022)**

- The College will determine a number of internships for Nunavut Inuit into instructor and adult educator roles.
- The College will identify more flexible internship options and identify potential partnerships with Government of Nunavut Departments.

## **CORE BUSINESS**

The core business of Nunavut Arctic College is training for employment through the delivery of learning and training to adult Nunavummiut. Our goal is building self-reliant communities and families through training and employment.

Nunavut Arctic College's programs and services are accessible from many different locations throughout Nunavut. With the exception of Grise Fiord, of which is currently being designed, there are GN owned Community Learning Centres in all Nunavut communities. The College recognizes the need to review the current state of Community Learning Centres and allocate funds to their renovation and modernization or replacement.

Nunavut Arctic College is continually seeking opportunities to advance opportunities for Nunavummiut in Post-Secondary education. Starting in 2018-19, the College now offers a Law Program in conjunction with the University of Saskatchewan, and this has been added to the Core Business of the College.

Other facilities include Academic Affairs Office in Arviat, the Nunavut Research Institute in Iqaluit, the Igloodik Oral History Research Centre, Piqqusilirivvik Centre in Clyde River, and the regional campuses in Cambridge Bay, Iqaluit, and Rankin Inlet.

The programs and services of Nunavut Arctic College are significantly decentralized. For the purposes of this Business Plan, they are grouped together into nine business lines. The table below includes both Main Estimates core funding of \$37,619 and Third Party funding of \$14,007 for a total College budget in 2018-19/2018-2019 of \$51,626.

	<b>Budget (\$000)</b>			
	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
Inuit Language & Culture	7,397	<b>7,710</b>	7,711	7,711
Communities and Academic Excellence	13,185	<b>14,175</b>	14,175	14,175
Business Careers & Workforce Development	1,680	<b>1,398</b>	1,398	1,398
Education Careers	7,089	<b>7,019</b>	7,019	7,019
Health & Wellness Careers	3,992	<b>3,997</b>	3,997	3,997
Trades & Technology Careers	4,907	<b>5,390</b>	5,390	5,390
Nunavut Research Institute	2,045	<b>1,895</b>	1,895	1,895
Learner Services	6,232	<b>6,244</b>	6,244	6,244
Administration Services	8,282	<b>8,203</b>	8,297	8,297
Law Program	1,707	<b>1,908</b>	1,897	167
<b>Total</b>	<b>56,516</b>	<b>57,939</b>	<b>58,023</b>	<b>56,293</b>

## ***Administration Services***

Administration Services is comprised of three offices: President's Office, Academic Affairs Office, and Business Services Office.

### **Objectives**

- To provide strategic leadership and administrative management for the College.
- To ensure that statutory requirements of the Government of Nunavut and the Office of the Auditor General of Canada are met.
- To lead the achievement of academic excellence.
- To lead the strengthening of College systems and operations.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
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<b>President's Office</b>		1,440	<b>870</b>	870	870
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The President's Office (Iqaluit) supports the Board of Governors and is responsible for the overall direction and management of the College. It includes the new Vice President position. The Vice President now has oversight responsibility of Academic and Learner Services and will be leading the development and management of interdepartmental and partnership opportunities with other post-secondary institutions

<b>Policy and Strategic Planning</b>		-	<b>1,024</b>	1,118	1,118
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The Policy and Strategic Planning Division oversees the policy development, strategic planning and public affairs at Nunavut Arctic College. This includes providing support to the President's Office regarding changes to administration, legislation, policies, and plans for the College. Furthermore, the division of Policy and Strategic planning will be in charge of marketing and recruitment activities as of the 2019-2020 fiscal year.

**Business Services Office** 5,753 **5,260** 5,260 5,260

The Business Services Office (Iqaluit) is responsible for the delivery of finance and human resources, information technology and capital planning services. The office has staff in Clyde River, Cambridge Bay, Iqaluit, and Rankin Inlet. The Business Services Office is managed by the Senior Business Officer.

**Nunatta Administration** 351 **321** 321 321

The Nunatta Administration oversees all operations within the Nunatta Campus and Qikiqtaaluk region.

**Kivalliq Administration** 371 **361** 361 361

The Kivalliq Administration oversees all operations within the Kivalliq Campus and Kivalliq region.

**Kitikmeot Administration** 367 **367** 367 367

The Kitikmeot Administration oversees all operations within the Kitikmeot Campus and Kitikmeot region.

<b>Sub-Total, Base Programs</b>	8,282	<b>8,203</b>	8,297	8,297
<b>Total, Programs</b>	8,282	<b>8,203</b>	8,297	8,297

**Priorities (2018-2019)**

- The College will improve supports for postsecondary learners and postsecondary programs that develop the knowledge and skills that we need in Nunavut.  
*Status: Nunavut Arctic College's Executive Team is working to ensure this priority forms the foundation for all current and future projects. This will be an ongoing priority.*
- Provide leadership and support to divisions to ensure that Turaaqtavut priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.  
*Status: Nunavut Arctic College's Executive team has distributed the new Turaaqtavut Mandate priorities among College Senior Education Team. This will be an ongoing priority.*
- Draft a comprehensive 10 year strategy to set the direction of the College in accordance with direction from the Board of Governors and the Mandate of the Government of Nunavut.  
*Status: Nunavut Arctic College's Board of Governors has begun the strategic planning process. Upon receiving of the Board of Governors recommendations, the College will begin to draft a 10 year plan. This will be an ongoing priority.*
- Draft the First 5 year Academic Plan that will focus on local skills and trades training and expanding academic programming through a Memorandum of Understanding with a Partner University  
*Status: The Senior Education Team (Academic Council) has begun deliberations on academic issues at the College and a university partner was selected for the College Partnership initiative.*



- Conduct a needs assessment for the renovation, modernization, or replacement of all existing Community Learning Centres to form the basis of a rolling strategy to update or replace Community Learning Centres.

*Status: The College's Capital Planner has visited 19 of the College's Community Learning centers and created a preliminary assessment of all College facilities. The College's Capital Planner is scheduled to visit the remaining Learning Centres by the end of the fiscal year.*

- Sign a Memorandum of Understanding with a Partner University identified through the College-University Partnership initiative.

*Status: A university partner was selected for the College. The College has begun preliminary negotiations and will have a draft MOU submitted to Cabinet along with an implementation plan by the end of the fiscal year.*

### **Priorities (2019-2020)**

- Finalize the 10 Year Strategy and begin implementation of its identified priorities.
- Explore feasibility and funding options for a Continuing Studies Division of the College.
- Explore funding options for the replacement of a learner residence in the campus community with the most demonstrable need outlined by the learner's accommodations assessment.
- Hold comprehensive information sessions on the institution taxonomy with stakeholder departments for the purpose of developing new programs to address labour market priorities.
- Explore options to ensure Phase 2 of the Rankin Trade School meets regional and territorial needs.
- Work with departments and the Territorial Corporations to standardize best practices in procurement, project management, monitoring, and enforcement to ensure efficient and effective application of the NNI Act and Regulations.

### **Priorities (2020-2021)**

- Initiate legislative process to update the Nunavut Arctic College Act.
- Initiate development of a Continuing Studies Division with an emphasis on Inuktitut, Culture, and Entrepreneurship.

### **Priorities (2021-2022)**

- Conduct thorough review of College business processes in anticipation of reengineering these business processes to be more efficient.

## ***Inuit Language and Culture***

The Inuit Language and Culture division has both specific program delivery responsibilities and general program quality responsibilities. Its general responsibility is to support and ensure

appropriate Inuktitut and culture content in all College programs. Its activities are supported with advice from the Language and Culture Committee.

### Objectives

- To lead the building of a culturally responsive college.
- To support the establishment of bilingual learning environments.
- To support the inclusion of appropriate Inuit content in all programs.
- Collect Inuit oral histories.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Language Programs</b>		766	<b>768</b>	768	768
This section includes Inuit language programs such as the Inuit Studies Diploma and Interpreter/Translator Diploma programs.					
<b>Culture Programs</b>		882	<b>882</b>	882	882
This section includes Inuit culture-based programs such as the Jewelry and Metalwork and the Fur Production and Design Diploma programs.					
<b>Oral History Project</b>		292	<b>292</b>	293	293
The Igloodik Oral History Research Centre collects and documents traditional Inuit knowledge by interviewing Elders and digitizing its traditional oral collection and publishing learning resource materials.					
<b>Piqqusilirivvik Centre</b>		3,657	<b>3,663</b>	3,663	3,663
The Centre is dedicated to teaching traditional culture, knowledge, life style, skill sets and values, taught in Inuktitut and based on the Inuit Qaujimajatuqangit guiding principles.					
<b>Sub-Total, Base Programs</b>		5,597	<b>5,605</b>	5,606	5,606
<b>Third Party Contracts</b>		1,800	<b>2,105</b>	2,105	2,105
The College has partnered with University of Victoria for the purposes of Language Revitalization with a focus on Inuinnaqtun. This line also includes Medical Language training and Inuit Language Implementation (Inuit Language Protection Act managed by Culture and Heritage). NAC Media's funding from the Department of Culture and Heritage for the purpose of language and culture resource creation also fits within this line.					
<b>Total, Programs</b>		7,397	<b>7,710</b>	7,711	7,711

### Priorities (2018-2019)

- Develop a Summer Institute Program, at Piqqusilirivvik, with a focus on culture, leadership, language, and education in partnership with the Department of Culture and Heritage.  
*Status: Preliminary work on the development of a Summer Institute Program is completed. The completion of the project will continue into the next fiscal year.*

- Initiate change of NAC Media to expand scope to support Inuktut, Culture and Entrepreneurship instructional resources.

*Status: The staff at Piquusilirivvik has completed the development of instructional resources for printing. A review of these resources will be completed by the end of the fiscal year.*

- Initiate the development of Piquusilirivvik satellite programs for communities in the Kitikmeot region.

*Status: Planning process is in place with satellite programs. On track, to be completed by March 31<sup>st</sup> 2019.*

### **Priorities (2019-2020)**

- Working with Government of Nunavut departments and agencies expand the delivery of Inuktut programming throughout the territory.
- Evaluate Elder-in-residence pilot and begin development of similar programs, in all Nunavut Arctic College Campuses.
- Prepare for relaunch of fur program, including using the program as the first program for review and ensuring elements of **Inuktut, Culture, Entrepreneurship-Science Technology, Engineering, and Mathematics** are present.

### **Priorities (2020-2021)**

- Relaunch Fur Production program.
- Find and develop mechanisms for transfer agreements to credit based programs for Learners completing the Piquusilirivvik programs.
- Develop Inuktut Programs for online platform.

### **Priority (2021-2022)**

- Conduct a review of the Piquusilirivvik program and explore expanding cultural programming options to the Community Learning Centers.

## ***Community and Distance Learning***

The Community Learning Centres are all staffed with an Adult Educator. They initiate and coordinate programs, support adult Learners, assess community needs, and are the first point of contact for those wanting information or access to College programs and services. Adult Educators offer Adult Basic Education, literacy, and pre-employment and academic readiness programs in preparation for College entry or work. Select Community Learning Centres offer the Office Administration program and the College Foundations program, which prepares Learners for careers in environmental technology and teaching.

The Academic Studies section, based at Nunatta Campus, offers the College Foundation and Office Administration programs. The Distance Learning section delivers the Pathway to Adult

Secondary School graduation program throughout Nunavut. The Continuing Education section offers evening classes at Nunatta Campus and coordinates third party contracts.

### Objectives

- To lead the delivery of programs and services to communities.
- To develop community-based distance learning capacity.
- To increase accessibility of career and academic readiness programs in communities.
- To increase the number of adults with high school diplomas.
- Obtain third party funding for community-based delivery of programs other than Adult Basic Education.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Communities and Learning</b>		1,446	<b>1,696</b>	1,696	1,696
The Communities and Learning Office (Arviat) is responsible for program quality assurance, needs assessment, institutional transfer agreements, academic partnerships, and curriculum development. This office is also responsible for college-wide prior learning recognition strategies, professional development and continuing education.					
<b>Kitikmeot Community Learning Centres</b>		1,130	<b>1,134</b>	1,134	1,134
The College operates Community Learning Centres in Cambridge Bay, Gjoa Haven, Kugaaruk, Kugluktuk, and Taloyoak.					
<b>Kivalliq Community Learning Centres</b>		1,551	<b>1,608</b>	1,608	1,608
The College operates Community Learning Centres in Arviat, Baker Lake, Chesterfield Inlet, Coral Harbor, Rankin Inlet, Repulse Bay, and Whale Cove.					
<b>Qikiqtaaluk Community Learning Centres</b>		3,091	<b>3,119</b>	3,119	3,119
The College operates Community Learning Centres in Arctic Bay, Cape Dorset, Clyde River, Grise Fiord, Hall Beach, Igloolik, Iqaluit, Kimmirut, Pangnirtung, Pond Inlet, Qikiqtarjuaq, Resolute Bay, and Sanikiluaq.					
<b>Academic Studies</b>		596	<b>596</b>	596	596
Based at Nunatta Campus, the College offers the College Foundation and Office Administration programs.					
<b>Pathway for Adult Secondary School</b>		1,121	<b>1,113</b>	1,113	1,113
The Pathway for Adult Secondary School Graduation program provides adult Learners with the option to earn the same Nunavut Secondary School Diploma as those Learners who have achieved their Diploma through the traditional high school route. Pathway for Adult Secondary School is a hybrid of face-to-face instruction and distance learning.					

<b>Sub-Total Base Programs</b>	8,935	<b>9,266</b>	9,266	9,266
<b>Third Party Contracts</b>	4,250	<b>4,909</b>	4,909	4,909
Supports the delivery of literacy, adult basic education, pre-employment, office administration, and pre-trades training programs including the Colleges agreement with CanNor, as well as special initiatives such as the Municipal Government Certificate program, Career Development Practitioner Certificate Program and the Nunavut Fisheries and Marine Training Consortium programs.				
<b>Total Programs</b>	13,185	<b>14,175</b>	14,175	14,175

### Priorities (2018-2019)

- Expand Adult Basic Education - Academic Studies programming to the Cambridge Bay Campus.  
*Status: The College offered the Adult Basic Education - Academic Studies program in Cambridge Bay this 2018/2019 academic year.*
- Integrate learning technologies into more community-based programs using a blended learning model.  
*Status: In the 2018-2019 academic year, the College is piloting a one of the College Foundations courses using the Moodle online platform to assess the platform's viability.*
- Deliver the Environmental Technology Program in Pond Inlet.  
*Status: The Environmental Technology Program is being delivered in Pond Inlet for the 2018-2019 academic year.*
- Work with the Department of Family Services; begin to develop a successor program to the Getting Ready for Employment and Training (GREAT) program.  
*Status: Working with the Department of Family Services the College has performed an assessment of the GREAT program The College is evaluating all adult basic education options to address pre-employment and essential skills.*

### Priorities (2019-2020)

- Begin delivery of successor program to GREAT program in partnership with the Department of Family Services.
- Explore funding options for Fisheries and Marine Training programs.
- Begin researching alternative funding options for Adult Basic Education programs to ensure continued delivery.

### Priorities (2020-2021)

- Conduct a feasibility study for the delivery of all college programs at Community Learning Centres.

- Implement a strategy prepared by Administrative Branch for the continuous review and replacement of Community Learning Centres.

**Priorities (2021-2022)**

- Implement comprehensive strategy for all adult basic education offerings.

***Business Careers and Workforce Development***

The principal career programs in this division are Management Studies and Office Administration.

**Objectives**

- To train qualified candidates for employment by Nunavut organizations, including businesses, and the Government of Nunavut, the Government of Canada, and entities under the Nunavut Agreement.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Business Programs</b>		990	<b>848</b>	848	848
The principal career programs are the Management Studies certificate diploma and the Office Administration certificate.					
<b>Sub-Total, Base Programs</b>		990	<b>848</b>	848	848
<b>Third Party Contracts</b>		690	<b>550</b>	550	550
The College supports delivery of training for computer systems technicians, municipal, and government employees.					
<b>Total, Programs</b>		1,680	<b>1,398</b>	1,398	1,398

**Priorities (2018-2019)**

- Continue work on the creation of the Entrepreneurship training program  
*Status: The College continues to incorporate entrepreneurship elements in all programs as per new Nunavut Arctic College Policy. Priority for this initiative will be ongoing as programs are reviewed.*
- Initiate stakeholder meetings regarding the Management Studies curriculum.  
*Status: The College has successfully met with counterparts at the Algonquin College, and has made plans to purchase their Management Studies curriculum. The purchase of the curriculum will be complete by the end of the fiscal year. The new Management Studies program will be delivered in the 2019-2020 academic year.*

**Priorities (2019-2020)**

- Conduct a reorganization of Management Studies Program staff to deliver the program effectively.

- Continue work on the distance delivery options of the Entrepreneurship Training Program.
- Prepare for online course delivery of Management Studies Program.

**Priorities (2020-2021)**

- Pilot online course delivery of Management Studies Program.

**Priorities (2021-2022)**

- Conduct an assessment of new curriculum purchased.
- Review options to incorporate coursework eventually leading to an accounting designation as part of the Management Studies Program

**Education Careers**

The principal career program of this division is the Nunavut Teacher Education Program. It prepares bilingual elementary and middle school teachers for employment in Nunavut schools. These offerings receive oversight from the Teacher Education Partnership Committee with the Department of Education, which coordinates the training and employment of graduates. The division also takes a leadership role in promoting and expanding delivery of the Early Childhood Education Program, which prepares graduates to work with children from infancy to the age of six in both formal and informal settings.

**Objectives**

- To train qualified bilingual candidates for employment in Nunavut schools.
- To train qualified bilingual candidates for employment in Nunavut daycares.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Teacher Education</b>		2,943	<b>2,866</b>	2,866	2,866
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, Arviat, Baker Lake, Gjoa Haven, Rankin Inlet, Kugaaruk, Clyde River, Pond Inlet, Sanikiluaq, and Taloyoak.					
<b>Early Childhood Education</b>		1,886	<b>1,892</b>	1,892	1,892
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.					
<b>Sub-Total, Base Programs</b>		4,829	<b>4,758</b>	4,758	4,758

**Third Party Contracts** 2,260 **2,261** 2,261 2,261

The funding supports the delivery of the Nunavut Teacher Education Program in Cape Dorset, Kugaaruk, Hall Beach, Pond Inlet, Clyde River, Arviat, and Sanikiluaq.

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<b>Total, Programs</b>	7,089	<b>7,019</b>	7,019	7,019
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#### **Priorities (2018-2019)**

- Increase the number of specialized education support programs delivered by the Nunavut Arctic College in partnership with the Department of Education.  
*Status: This initiative is temporarily on hold pending the completion of the MOU negotiations and signing of a University partner. This priority will be carried forward to 2019-2020 fiscal year.*
- Draft strategic plan for future delivery of Applied Early Childhood Education program.  
*Status: The College has begun work on a draft strategic plan, and it on track to be completed by the end of the fiscal year.*
- Complete a review of the Nunavut Teachers Education Program and begin implementation of the recommendations.  
*Status: Work on a review of the Nunavut Teachers Education Program continues in partnership with the Department of Education. Implementation of recommendations will be coordinated with the College-University Partnership MOU negotiations.*
- Commence delivery of the Nunavut Teacher Education Program in Gjoa Haven once completed delivery in Taloyoak.  
*Status: The College has successfully completed the delivery of the Nunavut Teacher Education Program in Gjoa Haven. In September 2018 the college commenced the delivery of NTEP in Taloyoak.*

#### **Priorities (2019-2020)**

- Increase the number of specialized education support programs delivered by the Nunavut Arctic College in partnership with the Department of Education.
- Introduce the first recommendations to the Nunavut Teacher Education Program from the NTEP review.
- Assess the effectiveness of the community offerings of the Nunavut Teacher Education program.
- Continue the development and delivery of specialized education support programs in partnership with the Department of Education.
- Expand community offerings of the Nunavut Teacher Education Program.



**Priorities (2020-2021)**

- Prepare for the pilot of online distance education courses for Nunavut Teacher Education Program and Early Childhood Education program.
- Continue to implement recommendations from the Nunavut Teacher Education Program assessment.

**Priorities (2021-2022)**

- Explore the possibility of a Masters of Education program in conjunction with Partner University.

**Health and Wellness Careers**

The principal career programs of this division are the Social Service 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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Nursing Degree Program</b> Nunatta Campus offers four years of a B.Sc. in Nursing in partnership with Dalhousie University.		2,079	<b>2,000</b>	2,000	2,000
<b>Social Service Worker Program</b> The Kitikmeot Campus offers the Social Service Worker Program.		1,313	<b>1,397</b>	1,397	1,397
<b>Sub-Total, Base Programs</b>		3,392	<b>3,397</b>	3,397	3,397
<b>Third Party Contracts</b> Course offerings are determined by the training needs of the Department of Health and the Department of Family Services. Nunatta Campus also offers various part-time and full-time health care programs, as identified and funded by the Department of Health, such as Home & Continuing Care Workers.		600	<b>600</b>	600	600
<b>Total, Programs</b>		3,992	<b>3,997</b>	3,997	3,997

**Priorities (2018-2019)**

- Create training opportunities for practicing Nunavut Nurses to ensure the College provides adequate support.

*Status: Expanded the number of partners the College has worked with to provide a broader range of practicum placements. The College will continue to seek opportunities for collaboration.*

- Prepare for delivery of Social Service Worker diploma in Iqaluit.  
*Status: Social Service Worker Diploma Program started delivery in Iqaluit in September, 2018.*

**Priorities (2019-2020)**

- Enhance the Simulator Lab for the Nursing Program to supplement clinical placements hours using Dalhousie’s model of instruction.
- Deliver Social Service Worker diploma program in Iqaluit.
- Secure University partner for Bachelor of Social Work. This is anticipated to be through the College-University Partnership file.

**Priorities (2020-21)**

- Draft strategy for blended delivery model of Pre-Nursing program in the communities.
- Prepare a delivery site in the Kivalliq region for the Social Worker Program.

**Priorities (2021-2022)**

- Identify options for a Social Work Bachelor Program delivery.

## ***Trades and Technology Careers***

The primary career programs of this division are in the construction trades area, which includes training for carpenters, housing maintainers, electricians, plumbers, and oil burner mechanics. This division works closely with the Nunavut Apprenticeship, Trade and Occupations Certification Board and the Department of Economic Development and Transportation’s Nunavut Mining Round Table. Apprenticeship training is overseen by the Adult Learning Partnership Committee with the Department of Family Services.

**Objectives**

- To train qualified candidates for employment in Nunavut’s construction and mining industries.
- The College will put our communities first by offering local skills and trades training that will reduce our dependence on imported labour and support employment for people with disabilities.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Trades Programs</b>		4,007	<b>4,332</b>	4,332	4,332
Trades and technology career offerings are as follows:					
<b>Environment Technology</b>		900	<b>908</b>	908	908
The Institute delivers the Environmental Technology Diploma in Iqaluit, Cambridge Bay, and Pond Inlet.					
<b>Sub-Total, Base Programs</b>		4,907	<b>5,240</b>	5,240	5,240
<b>Third Party Contracts</b>		-	<b>150</b>	150	150
Third party trades related program contributions from the mining sector, Nunavut Housing Corporation, Municipal Training Organization, Qulliq Energy Corporation and regional Inuit organizations.					
<b>Total, Programs</b>		4,907	<b>5,390</b>	5,390	5,390

### **Priorities (2018-2019)**

- Develop an internal accreditation plan for apprenticeship and pre-apprenticeship programs for the following: Welder, Heavy Duty Equipment Technician, and Automotive Technician Programs.  
*Status: The College has completed an environmental analysis of the situation and broken accreditation into a four step process.*
- Replicate the pilot in Nauyasat of the heavy equipment operator module course in other communities.  
*Status: Completed through contribution agreement with Kivalliq Inuit Association. Working with Family Services to develop long term funding for further heavy equipment operator training to increase staff to deliver a resident program and satellite programs in the Community Learning Centers.*
- Familiarize learners with Skills National Competition.  
*Status: College staff and faculty have met with the Skills Nunavut staff and Board, then presented information on the competition to current College apprentices. Skills Nunavut has also been incited to present to College learners on the benefits of competing.*
- Develop territorial strategy for modular delivery of career-oriented programming, particularly around local skills and trades in the Communities.  
*Status: Developed a number of different programs in consultations with industry. This includes one new program, introduction to commercial cooking, and repackaging some existing programs, such as First Aid and introduction to underground mining, into modular deliver formats. A draft will be completed by the end of the fiscal year.*

**Priorities (2019-2020)**

- Offer the Pre-Apprenticeship Cook program in Rankin Inlet and seek recertification for the program.
- Complete Program Review standards and associated curriculum for the Housing Maintainer program.
- Enter a Nunavut Arctic College team into the National Skills competition.
- Deliver the first modular program as a pilot project in a non-campus community.

**Priorities (2020-2021)**

- Work with Formal Sector Advisory groups, conduct labor market research to facilitate a feasibility study to focus development of other trades and technology programs relevant to the territory.

**Priorities (2021-2022)**

- Explore the possibilities for delivery of power engineering and heavy mechanic programs.
- Review trades programs to ensure they reflect the latest innovations in teaching.

***Nunavut Innovation and Research Institute***

Nunavut Innovation and Research Institute is the lead agency for science, research, and technology development in Nunavut. It is mandated to liaise and coordinate broad-scale science projects in Nunavut and plays a key role in the development of northern research. It is managed by the Senior Research Officer, who is also the Science Advisor for Nunavut.

**Objectives**

- To provide leadership in developing, facilitating and promoting traditional knowledge, science, and technology as a resource for Nunavummiut.
- To license all qualified research projects in Nunavut not regulated under the *Wildlife Act* or by archeological site regulations.
- To put Nunavut research into the hands of Nunavummiut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Nunavut Innovation and Research Institute</b>		945	<b>945</b>	945	945
Nunavut Innovation and Research Institute is responsible for licensing all research projects, which fall under the <i>Scientists Act</i> . It also provides logistical support to researchers.					
<b>Sub-Total, Base Programs</b>		945	<b>945</b>	945	945

<b>Third Party Contracts</b>	1,100	<b>950</b>	950	950
Funding supports activities for science education.				
<b>Total, Programs</b>	2,045	<b>1,895</b>	1,895	1,895

**Priorities (2018-2019)**

- Establish research pillars to guide Nunavut Innovation and Research Institute in determining applied research projects.  
*Status: The College divisions have collaborated and included the establishment of research pillars to guide applied research projects into the academic plan to ensure they are alignment with other college program offerings.*
- Develop new research licensing guidelines for the Scientist Act, to reflect regulatory changes resulting from implementation of the *Nunavut Project Planning and Assessment Act*.  
*Status: Guidelines for the social sciences and health related research are anticipated to be completed by the end of the fiscal year.*
- Make recommendations for revisions to the *Nunavut Scientist Act*.  
*Status: This initiative has been delayed. The College will defer this priority to the 2019-2020 fiscal year.*
- Secure a full-time technician and additional instructor to support expanded research and training programs.  
*Status: The College secured a full-time technician and an additional instructor to support research and training programs in April 2018.*

**Priorities (2019-2020)**

- Host research opportunities in renewable and non-renewable energy resource development options for the Arctic to support the long term benefit of Nunavummiut.
- Attain funding and recruit 3 scientist PYs to increase made in Nunavut contributions to international research as well as increasing research opportunities for Inuit youth in the natural sciences.
- Make recommendations for revisions to the *Nunavut Scientist Act*.

**Priorities (2020-2021)**

- Work with stakeholder departments to implement **Inuktut, Culture, Entrepreneurship - Science, Technology, Engineering and Mathematics** in College programming.
- Publish first of Nunavut Science Now in collaboration with NAC Media.
- Work to expand the Environmental Technology Program.

**Priorities (2021-2022)**

- Find a solution to replace the existing, aging, database for the Research Licenses.

## Learner Services

Learner Services includes residences, cafeteria, counseling, transportation, recreation, daycare, and security at the regional campuses. Learner 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 Learner life and academic success by addressing the social, personal, recreation, and accommodation needs of Learners.
- To bridge the gaps between Learners, staff, campus, and community resources.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Kitikmeot Campus</b>		544	<b>544</b>	544	544
Kitikmeot Campus has 20 Learner family housing units and accommodations for 20 single Learners. It also has a daycare.					
<b>Kivalliq Campus</b>		1,223	<b>1,219</b>	1,219	1,219
Kivalliq Campus has 12 Learner family housing units and accommodations for 44 single Learners. It also has a daycare and limited recreation activities on-campus.					
<b>Nunatta Campus</b>		4,465	<b>4,481</b>	4,481	4,481
Nunatta Campus has a full suite of Learner services, including counseling services, single and family accommodations, daycare and recreation activities. The campus has 108 Learner family housing units and accommodation for 42 single Learners.					
<b>Total, Base Programs</b>		6,232	<b>6,244</b>	6,244	6,244

### Priorities (2018-2019)

- Implement revised protocols and provide training throughout the campuses for Security staff.  
*Status: In August 2018, provided training throughout the campuses for Security staff in order to introduce and implement newly revised protocols.*
- Complete a comprehensive learner focused policy revision to improve supports for postsecondary learners.  
*Status: The College has begun the development and drafting of a new Learner Code of Conduct. Policy development and revisions remains an ongoing priority, and will continue.*
- Conduct a needs assessment of learner supports at all the three regional campuses and Community Learning Centres.  
*Status: Preliminary discussions on available learner supports are taking place with senior management Staff visits have commenced and at all three of the campuses.*

- Conduct a needs assessment of learner accommodations at all three regional campuses. *Status: Gathered initial data on the demand for housing accommodations in Iqaluit and Rankin Inlet, with the overall assessment on track to be completed by the end of the fiscal year.*

#### **Priorities (2019-2020)**

- Work to enhance Learner Services in at the regional campus with the most needs as demonstrated by the learner supports needs assessment.
- Develop a Strategy on Learner Services in order to standardize learner services throughout the campuses and Community Learning Centers.
- Explore funding options to expand learner accommodations in the community demonstrated as most in need by the learner accommodations assessment.

#### **Priorities (2020-21)**

- Implement a Learner Services model.

#### **Priorities (2021-22)**

- Develop the processes to create a testing center to facilitate invigilation's and support online learning.

## ***Law Program***

The Law Program is a four-year program that will provide Learners with a Juris Doctor degree. The degree will allow graduates to practice law anywhere in Canada once admitted to the jurisdictions Bar Association.

#### **Objectives**

- To provide Nunavummiut with access to training in Nunavut that will lead to a Juris Doctorate.
- Focus on leading Learners to understand, examine, apply, and critique legal doctrine, systems, and processes.
- To provide opportunities for Nunavummiut to explore both traditional and southern perspectives on law.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Law Program</b>		1,707	<b>1,908</b>	1,1897	167
The Law Program offers a Juris Doctorate in Law through a partnership with the University of Saskatchewan.					
<b>Sub-Total, Base Programs</b>		1,707	<b>1,908</b>	1,897	167
<b>Total, Programs</b>		1,707	<b>1,908</b>	1,897	167

**Priorities (2018-2019)**

- Review Year 1 and initiate Year 2 of the Law Program.  
*Status: First Year of the Law Program was completed and reviewed.*

**Priorities (2019-2020)**

- Review Year 2 and initiate Year 3 of the Law Program.
- Conduct a Feasibility study for a Third Delivery of a Law Program.

**Priorities (2020-2021)**

- Review Year 3 and initiate Year 4 of the Law Program.

**Priorities (2019-2020)**

- Deliver final year of the Law program.
- Develop a system to track law program graduates for 3 years after completion in order to evaluate the successes or failures of the program in addressing labour market needs.

College	Budget (\$000)	2018-19	2019-20	2020-21	2021-22
<b>College Sub-total, Base Programs</b>		45,816	<b>46,414</b>	46,498	44,768
<b>College Sub-total, Third Party</b>		10,700	<b>11,525</b>	11,525	11,525
<b>College Total, Programs</b>		56,516	<b>57,939</b>	58,023	56,293



## APPENDIX I: PROGRAM DELIVERY SUMMARY

### Inuit Language and Culture – Dean of Inuit, Education and University Studies

#### Responsibility

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Inuit Studies Program	Diploma	•		
Interpreter/Translator Program	Diploma	•		
Jewelry and Metal Work Program	Diploma	•		
Fur Production Program	Diploma			

### Community and Distance Learning – Dean of Communities and Learning Responsibility

	Certification	Qikiqtaaluk	Kivalliq	Kitikmeot
Pathway for Adult Secondary School	ROA	•	•	•
Get Ready for Education and Training	ROA	•	•	•
Adult Basic Education	ROA	•	•	•
Pre-Trades	ROA	•	•	•
College Foundations	Certificate	•	•	•
Nunavut Fisheries and Marine Training	Transport	•		

### Business Careers and Work Force Development – Dean of Health and Wellness

#### Responsibility

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Management Studies	Certificate		•	
Management Studies	Diploma		•	
Office Administration	Certificate	•	•	
Computer Systems Technician	Diploma	•		

### Education Careers – Dean of Inuit, Education and University Studies Responsibility

	Certification	Qikiqtaaluk	Kivalliq	Kitikmeot
Nunavut Teacher Education Program	Degree	•	•	•
Early Childhood Education	Diploma	•		•
Applied Early Childhood Education	Certificate	•	•	
Learner Support Assistant	Certificate			

### Health and Wellness Careers – Dean of Health and Wellness Responsibility

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Arctic Nursing Program	Degree	•		
Pre-Nursing	Certificate	•		
Social Service Worker Program	Diploma	•		•

**Trades and Technology – Dean of Trades and Technology Responsibility**

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Pre-apprenticeship - Carpenter	Certificate		•	•
Apprenticeship Carpenter – Level I				
Apprenticeship Carpenter – Level II				
Apprenticeship Carpenter – Level III				
Apprenticeship Carpenter – Level IV				
Pre-apprenticeship – Housing Maintainer	Certificate			
Apprenticeship Housing Maintainer – Level I				
Apprenticeship Housing Maintainer – Level II				
Apprenticeship Housing Maintainer – Level III				
Pre-apprenticeship – Electrician	Certificate		•	
Apprenticeship Electrician – Level I				
Apprenticeship Electrician – Level II				
Pre-apprenticeship - Plumber	Certificate		•	
Apprenticeship Plumber – Level I			•	
Apprenticeship Plumber – Level II			•	
Pre-apprenticeship – Oil Heat Service Technician	Certificate		•	
Pre-apprenticeship – Oil Heat Service Technician – Level I			•	
Pre-apprenticeship – Oil Heat Service Technician – Level II				
Pre-apprenticeship – Oil Heat Service Technician – Level III			•	
Pre-Apprentice Camp Cook	ROA			•
Driver Training – Class 1, 2, & 3	ROA		•	
Airbrakes	ROA		•	
Heavy Equipment Operator Training	ROA		•	
Intro to Underground Mine Training	ROA		•	
Note: All Apprenticeship Programs are Interprovincial Standards (Red Seal) except Housing Maintainer. Housing Maintainer is a Provincial Standard Program currently recognized in NWT and NU.				

**Environmental Technology Program – Dean of Trades and Technology Responsibility**

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Environmental Technology Program	Diploma	•		•

**Law Program – Dean of Inuit, Education and University Studies responsibility**

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Law Program	Juris Doctor	•		

## APPENDIX II: FINANCIAL SUMMARY

Branch	2018-2019 Main Estimates		2019-2020 Main Estimates		2020-2021 Planned		2021-2022 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>HEADQUARTERS</b>								
Compensation & Benefits	3,216	25.0	3,848	28.0	3,156	28.0	3,848	28.0
Grants & Contributions	-		-		-		-	
Other O&M	2,731		2,337		2,432		2,432	
<b>Subtotal</b>	<b>5,947</b>		<b>6,185</b>		<b>5,588</b>		<b>6,280</b>	
<b>NUNAVUT RESEARCH INSTITUTE</b>								
Compensation & Benefits	1,508	10.5	814	5.5	814	5.5	814	5.5
Grants & Contributions	-		-		-		-	
Other O&M	1,287		1,081		1,084		1,081	
<b>Subtotal</b>	<b>2,795</b>		<b>1,895</b>		<b>1,898</b>		<b>1,895</b>	
<b>REGIONAL CAMPUSES</b>								
Compensation & Benefits	29,881	213.0	31,194	218.3	31,194	218.3	31,194	218.3
Grants & Contributions	-		-		-		-	
Other O&M	17,893		18,665		18,654		16,924	
<b>Subtotal</b>	<b>47,774</b>		<b>49,859</b>		<b>49,848</b>		<b>48,118</b>	
<b>TOTAL FUNDED</b>	<b>56,516</b>	<b>248.5</b>	<b>57,939</b>	<b>251.8</b>	<b>58,026</b>	<b>251.8</b>	<b>56,293</b>	<b>251.8</b>
<b>Less: Other Source Funding</b>	<b>(18,382)</b>	<b>(36.5)</b>	<b>(19,244)</b>	<b>(36.8)</b>	<b>(19,244)</b>	<b>(36.8)</b>	<b>(19,244)</b>	<b>(36.8)</b>
<b>Total</b>	<b>38,134</b>	<b>212.0</b>	<b>38,695</b>	<b>215.0</b>	<b>38,782</b>	<b>215.0</b>	<b>37,049</b>	<b>215.0</b>

**DISTRIBUTION OF OPERATION AND MAINTENANCE BUDGET  
– ALL SOURCES**

	<b>Headquarters</b>	<b>Qikiqtaaluk</b>	<b>Kivalliq</b>	<b>Kitikmeot</b>	<b>Total</b>
	<b>(\$000)</b>	<b>(\$000)</b>	<b>(\$000)</b>	<b>(\$000)</b>	<b>(\$000)</b>
Compensation and Benefits	3,848	19,725	9,087	3,197	35,856
Grants and Contributions	-	-	-	-	-
Travel and Transportation	293	1,906	187	183	2,569
Materials and Supplies	43	1,459	188	131	1,821
Purchased Services	44	659	126	25	854
Utilities	20	278	-	8	306
Contract Services	613	10,442	1,304	1,047	13,406
Fees and Payments	499	1,157	63	19	1,738
Other Expenses	825	434	110	20	1,389
<b>Total Operations and Maintenance</b>	<b>6,185</b>	<b>36,059</b>	<b>11,065</b>	<b>4,630</b>	<b>57,939</b>

***Nunavut Housing  
Corporation***

***Business Plan  
2019-2022***

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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 independently into funding partnerships, principally with the Canada Mortgage and Housing Corporation, outside of the financial structure of the GN. This means that Nunavut's transfer payments from the federal government are not affected by the funding that the NHC receives from outside parties.
- The ability to carry over funds from one year to the next, ensuring funds from all sources designated for housing initiatives remain dedicated to housing solutions.
- The stewardship of funds appropriated for capital and operating and maintenance, which gives the NHC full authority for the delivery of housing initiatives.
- The creation of an entity that is focused specifically on meeting housing challenges within Nunavut and providing housing solutions using a one-window approach.

### **Our Mission**

*To provide opportunities for all residents of Nunavut to have homes that support a healthy, secure, independent and dignified lifestyle through working with our communities to allow them to assume the role of providing housing to Nunavummiut.*

### **Our Vision**

*To ensure families and individuals in Nunavut have access to a range of affordable housing options.*

## **ENVIRONMENTAL SCAN**

### **Delivery**

Adequate, affordable and appropriate shelter is a key factor in achieving well-being, including the ability to participate and achieve success in economic activities. Housing is also an important economic sector that responds to new and ongoing infrastructure needs. It is a source of employment and a driver for the market for materials and services.

New construction by the private sector is usually responsive rather than proactive. The continued training of Nunavummiut in the construction fields is a cornerstone to economic well-being in the housing construction industry. Over time, as more Nunavummiut become skilled in these trades, the overall economic impact of the housing industry within Nunavut will increase.

There is an extremely limited private market in Nunavut: most landlords/developers only respond to tenders, or initiate new development, that in turn promises long-term government leases. The cost to transport materials, obtain developed land, and construct and operate dwellings, makes building on speculation unpalatable for most.

Nunavut's climate and geography also present unique challenges to the construction industry. The territory's 25 communities are remote, with no road or rail access. All construction materials must be transported on the annual summer sealift or by air. 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 work to address the need for improved storage facilities and increased capacity for Local Housing Organizations to address these challenges.

The NHC relies on its community partners, the Local Housing Organizations, to provide maintenance and administration services on housing units. The NHC looks to these partners for valuable insight on community priorities and concerns. The NHC recognizes the value of enhancing the capacity of Local Housing Organizations, and will continue to make this a critical priority for 2019-2022. In 2019-2020, the NHC will be making specific efforts to strengthen its relationship with Local Housing Organizations by implementing an updated and user friendly Management Agreement. The implementation of the agreement will help to foster an up to date relationship between the NHC and the LHOs that is reflective of current legislation, policy and practice.

The Blueprint for Action on Housing continues to be 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 accountability structure laid out in the Blueprint for Action on Housing calls for an Annual Report on the Status of Housing to be tabled in the Legislative Assembly each fall after initial implementation. The first Status of Housing report has been developed and is anticipated to be tabled during the winter 2019 session. The report reflected the positive impacts of implementation and a coordinated approach to year two of the Blueprint for Action on Housing and allows members of the Legislative Assembly, and the public to track the government's collective progress in meeting the goals of the *GN Long-Term Comprehensive Housing and Homelessness Strategy*.

In 2019-2020, it will be important for the NHC and all departments to work to ensure that the momentum of the Blueprint for Action on Housing continues as part of the implementation of *Turaaqtavut*.

Through the Blueprint for Action on Housing, the NHC will support the government's priority under *Turaaqtavut* of responding to the needs of Nunavummiut for safe and affordable housing. By partnering with other departments to gain a better understanding of the need for a variety of housing options and supports, the NHC will ensure that housing investments are used effectively and efficiently.

Through the Blueprint for Action on Housing, the NHC will also support the *Turaaqtavut* priority of building local skills and trades training. Workforce development is a key priority of the Blueprint for Action on Housing, and it can have a significant impact on reducing the costs of housing and ensuring stability at Local Housing Organizations.

The NHC will support the *Turaaqtavut* priority of establishing strategic partnerships with Inuit Organizations and the federal government in the implementation in 2019-20 of funding under the *National Housing Strategy*. It is only through shared investment and collective responsibility that we can adequately address the complex issues related to housing.

## **Supply**

The GN is the supplier of much of Nunavut's housing stock. As of March 31, 2018, the government, through the NHC, maintains 5,496 public housing units (of which 5,262 are NHC-owned and 234 are leased), 1,574 staff housing units (of which 443 are owned and 1,131 are leased) and holds mortgages for 146 homeowners. This represents a significant majority of Nunavut's total housing stock. The balance of Nunavut's housing stock includes privately owned, federal/municipal staff accommodations, other private sector employers' staff accommodations, Nunavut Arctic College student housing and Income Support-funded units.

According to the 2010 Nunavut Housing Needs Survey, public housing accounts for 51% of Nunavut's housing stock and 97% of public housing tenants are Inuit. Due to the absence of private affordable rental housing and given the high costs of independent homeownership, public housing units are home to over half of Nunavummiut.

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.

In November 2017, the federal government released its *National Housing Strategy*, which incorporated collaboration between the federal, provincial and territorial governments over the previous year and a half.

The *National Housing Strategy* brings with it new funding for housing construction, maintenance, and operations in the territory. The 2017 Federal budget announced \$300 million in northern specific funding, of which \$240 million was designated for Nunavut. The first \$24 million was provided to the NHC in 2018-19 as a one-year extension of the Investments in Affordable Housing funding stream.

A nine-year bilateral agreement between NHC and the Canada Mortgage and Housing Corporation is expected to be signed prior to April 1, 2019, along with an action plan for the first three years of implementation of new construction and major renovations. The Nunavut funding package also includes \$40 million federal funding over nine years to freeze the decline of public housing operations and maintenance funding from Canada Mortgage and Housing Corporation.

In recent years there has been much research that indicate the links between housing conditions and health. Studies have shown that inadequate housing conditions have negative effects on both physical and mental health. Overcrowding and poor housing contributes to the high rates of tuberculosis among Inuit.

The Nunavut Housing Corporation collaborated with the University of Laval to examine the impact of new housing on the mental wellness of tenants in overcrowded conditions. The aim of the project was to measure how allocation of new units will improve the quality of life of tenants that had been subject to long periods of overcrowding. Outcomes have shown that moving into new units was associated with a significant decrease in psychological distress and perceived stress in daily life as well as a significant decrease in asthma symptoms.

National Household Survey data indicates that 56% of the Inuit in Nunavut live in crowded housing (Statistics Canada, 2016). 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 2018-2019 fiscal year are provided, and the NHC priorities for 2019 to 2022 are established.

<b>Budget</b>	<b>(\$ 000)</b>			
	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Advisory and Administrative Services</b>	17,927	18,331	18,331	18,331
<b>Public Housing</b>	127,714	133,022	133,909	134,664
<b>Staff Housing</b>	55,455	59,912	59,912	59,912
<b>TOTAL</b>	<b>\$201,096</b>	<b>\$211,265</b>	<b>\$212,152</b>	<b>\$212,907</b>

*\*Note: The homeownership budget of \$4,616,000 is included in the capital estimates and is not reported in the numbers above.*

### 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 in the areas of administration, finance, program delivery and housing maintenance. It also develops services for homeowners in the areas of finance, and technical assistance, as well as coordinates housing-related advocacy efforts on behalf of all Nunavummiut.

### Objectives

- To ensure effective coordination of housing policies and procedures in Nunavut;
- To ensure appropriate levels of staffing, delivery capacity, training and professional development for Nunavut Housing Corporation and Local Housing Organization staff; and,
- To increase the awareness and understanding of housing realities in Nunavut within the territory and nationally.

The organization includes a Directorate office, Headquarters and three District offices. The District offices provide support to 25 Local Housing Organizations that deliver housing services.

The following divisions of the NHC are responsible for the delivery of Advisory and Administrative Services:

<b>Programs Budget (\$ 000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Corporate Governance</b>	1,448	<b>1,629</b>	1,629	1,629
Responsible for managing the NHC to ensure consistent and effective application of policy, standards, procedures and program delivery throughout Nunavut.				
<b>Corporate Operations</b>	3,951	<b>3,505</b>	3,505	3,505
Responsible for the public housing, staff housing and homeownership programs as well the provision of related technical and maintenance services.				
<b>Corporate Policy and Planning</b>	1,483	<b>1,759</b>	1,759	1,759
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.				
<b>Corporate Finance Administration</b>	1,683	<b>1,661</b>	1,661	1,661
Accountable for the overall management of the Corporation's financial affairs, including safeguarding the NHCs assets, preparing and issuing financial reports, maintaining internal financial controls and providing training and advice.				
<b>District Program Administration</b>	2,998	<b>3,023</b>	3,023	3,023
Supports the Local Housing Organizations in the delivery of rental housing programs through Local Housing Organization management agreements. This function is also accountable for the management of the mortgage portfolio. It supports the delivery of homeownership and housing repair programs, which include financial counseling and home maintenance training for clients.				
<b>District Financial Administration</b>	2,950	<b>3,191</b>	3,191	3,191
Provides financial and administrative support to the district offices through financial transaction processing, financial reporting and programing support. The function also provides ongoing financial oversight and support to Local Housing Organizations through periodic reviews and active support to Local Housing Organization managers and finance officers.				
<b>District Technical Administration</b>	3,414	<b>3,562</b>	3,562	3,562
Provides support and training to Local Housing Organization maintenance staff. This function also manages the planning, implementation and administration of all capital construction and modernization and improvement projects. In addition, the provision of technical advice to homeowners supports delivery of the homeownership programs.				
<b>Total, Advisory and Administrative Services</b>	<b>17,927</b>	<b>18,331</b>	<b>18,331</b>	<b>18,331</b>

### Priorities (2018-19)

- Provide leadership and support to divisions to ensure implementation of priorities within Turaaqtavut in collaboration with GN departments and agencies.

*Status: The Nunavut Housing Corporation worked diligently in the first year of implementation of Turaaqtavut priorities, collaborating with other departments on the actions set out in the Blueprint for Action on Housing.*

- In line with the Inuusivut priorities within Turaaqtavut, respond to the needs of Nunavummiut for safe and affordable housing, including support for elders.

*Status: The Nunavut Housing Corporation continued to increase public housing and staff housing stock through new builds and a Request For Proposals process for leased units. The Nunavut Housing Corporation coordinated with Departments of Health and Family Services to maintain Nunavut Housing Corporation-owned Elders' centres, and continued to offer Local Housing Organizations the option of establishing newly built public housing units for elder residents. As part of Action 1 of the Blueprint, a working group for purpose-built housing was established. The working group aims to improve supportive housing, including housing for Nunavut's growing Elder population.*

*To enhance technical capacity, Nunavut Housing Corporation has contracted third-party architectural services to better manage delivery and provide additional design options and support.*

- Continue to work with Nunavut Tunngavik Incorporated and the Regional Inuit Associations to address Inuit housing needs in Nunavut, including collaboration on joint lobbying efforts aimed at the federal government.

*Status: The Nunavut Housing Corporation met with Nunavut Tunngavik Incorporated and Qikiqtani Inuit Association to explore opportunities for further collaboration, included Inuit organization representatives in design discussions for the Canada Housing Benefit under the National Housing Strategy and participated in a housing forum led by Inuit Tapiriit Kanatami and the Canada Mortgage and Housing Corporation.*

- Develop a bilateral agreement with Canada Mortgage and Housing Corporation for the National Housing Strategy funding that considers the unique housing challenges of the north, and allows sufficient flexibilities for funding implementation.

*Status: An agreement is anticipated to be signed and the related funding to begin flowing in April 2019. The agreement has been adjusted with respect to some Nunavut-specific requests and content. The agreement will be supported by a federally-required, made in Nunavut action plan addressing the initial three years of funding implementation in the territory. Nunavut Housing Corporation and Canada Mortgage and Housing Corporation continue to co-design a program to deliver funding specific to the Canada Housing Benefit stream (within the larger National Housing Strategy), which will begin flowing in 2020-2021.*

- Continue to implement training, mentoring, development, and staffing opportunities for Inuit within NHC, through the NHCs Inuit Employment Plan.

*Status: The Nunavut Housing Corporation actively worked with the Department of Finance on the development of a Memorandum of Understanding to enable the Nunavut Housing Corporation to perform recruitment and staffing functions internally in accordance with the Nunavut Housing Corporation Act. This Memorandum of Understanding, for which implementation is anticipated to start in 2019-20, will support both general and Inuit Employment Plan-specific staffing actions. The Nunavut Housing Corporation continues to take advantage of internal mechanism to increase Inuit employment, including restricted competitions, secondments from Local Housing Organizations and partnering with Nunavut Arctic College to support recruitment of new graduates at the NHC and Local Housing Organization levels.*

- Continue to strengthen occupational health and safety activities for both NHC and Local Housing Organization operations.

*Status: In lieu of an in-house occupational health and safety officer, the Nunavut Housing Corporation relied on a third party to update and improve occupational health and safety policies. The updated Local Housing Organization Management Agreement includes a designated section on occupational health and safety responsibilities.*

- Strengthen the capacity of the NHC Board of Directors by offering continued governance training and maintaining a full complement of directors.

*Status: With the appointments of two members to the Nunavut Housing Corporation Board of Directors in April 2018, the Nunavut Housing Corporation Board of Directors now has a full complement of directors. The new board members have received orientation training. All board members were provided the opportunity to attend a governance training refresher during the September 2018 board meeting.*

### **Through the Blueprint for Action on Housing**

- Support the development of care and supportive housing through the development of a policy and intake process for purpose-built housing and the examination—through the Nunavut Roundtable for Poverty Reduction—of the feasibility of establishing an umbrella organization for not-for-profit organizations.

*Status: A working-group has been established with representatives from Nunavut Housing Corporation, Health, Family Services and Justice. In addition to improving inter-agency information sharing, the group continues to scope out the work required to draft a policy that will support the development of purpose-built housing linked to programming needs, as well as a related housing needs and demand study.*

*The establishment of an umbrella organization for non-profit organizations was set as a long-term action (5+ years) in the Blueprint for Action on Housing. The work is temporarily on hold in anticipation of the completion of the Department of Family Services review of options to increase support for non-profits.*

- Continue collaboration with the Department of Family Services on the determination of supportive housing needs in order to match purpose-built units with programming, as part of an overall assessment of housing needs and the feasibility of different approaches to social housing delivery.



*Status: The Nunavut Housing Corporation and the Department of Family Services are both members of the Blueprint for Action on Housing purpose-built housing working group established during 2018-19, which includes the Departments of Health and Justice. The working group has established improved interdepartmental communication on housing issues, and begun scoping an updated housing need and demand study, as well as engaged in interdepartmental policy development with a view to improved business planning for purpose-built housing, including transitional housing options.*

*The Department of Family Services carried out research on hidden homelessness to identify individuals who are couch surfing because they have no other place to go or return to. Outcomes of this study will be incorporated into Nunavut Housing Corporation policy and business planning, and provide input for Blueprint for Action on Housing priorities.*

- Engage with Culture and Heritage on the integration of Inuit Qaujimagatuqangit into housing design, particularly in regards to purpose built housing for vulnerable groups, including elders.

*Status: The Nunavut Housing Corporation engaged with the Department of Culture and Heritage to discuss how to move forward on this priority. Furthermore, the Nunavut Housing Corporation developed a presentation on the history of housing design in Nunavut and potential inputs for traditional knowledge in design as well as programming for consultation with Tuttarviit and Inuit Qaujimagatuqangit Katimajiit. Consultation with Tuttarviit was carried out in December 2018 and consultation with Inuit Qaujimagatuqangit Kanatami is planned for early 2019.*

- Collaborate with Community and Government Services to explore legislative and zoning options for creating affordable housing, support short-term community development plans, support efficient lot development and the support of potential private land development and housing construction opportunities.

*Status: The Nunavut Housing Corporation is exploring third party services to engage for legislative review on zoning options.*

*Nunavut Housing Corporation continued to collaborate with the Department of Community and Government Services, as well as Qulliq Energy Corporation, through the re-established Development/Planning Working Group. Through this working group, the members aim to facilitate improved community and infrastructure planning processes.*

*Community and Government Services is developing a planning and lands system to support efficient lot development. The system will improve the accuracy of land inventories. Going forward, the Nunavut Housing Corporation and Community and Government Services continue to work together to improve municipal land planning.*

- Conduct a jurisdictional scan of various subsidized housing models and best practices.

*Status: The Nunavut Housing Corporation has engaged in several activities better understand alternative subsidized housing models and best practices, including participation in the on-going co-design, with the Canada Mortgage and Housing Corporation, of the use of Canada Housing Benefit funding within Nunavut. The Departments of Family Services and Finance, as well as Qikiqtani Inuit Association, participated in co-design activities. The federal-provincial-territorial housing forum examined interjurisdictional approaches to rent affordability programming, which also supported co-design activities.*

- Continue the process of identifying unused residential units in communities for possible use in public or staff housing, and identifying, where possible, local redevelopment possibilities.  
*Status: The Nunavut Housing Corporation has continued this practice, which resulted in the repair and transfer of four off-line staff housing units in Pangnirtung to public housing stock.*
- Engage with Regional Inuit Associations on potential collaborations to provide affordable housing for Inuit on Inuit owned land, including potential P3 opportunities.  
*Status: This Blueprint for Action on Housing is a long-term (5+ year) priority. To facilitate progress, Nunavut Housing Corporation and the Regional Inuit Associations established better information sharing during 2018-19; however, further engagement will be necessary in 2019-20 on affordable housing and development issues as a means of identifying potential collaborations.*
- Continue to collaborate with the mining industry on housing solutions.  
*Status: The Nunavut Housing Corporation worked collaboratively with mining companies. The Nunavut Housing Corporation joined the Government of Nunavut – Agnico Eagle Mines MOU Oversight Committee and a subcommittee created to explore housing alternatives including homeownership support for Agnico Eagle employees.*
- Continue to collaborate with Community and Government Services, the Climate Change Secretariat, Canadian High Arctic Research Station and Canada Mortgage and Housing Corporation in the support, engagement and development of opportunities to reduce costs associated with housing through technological innovation.  
*Status: The Government of Nunavut and the Government of Canada signed an agreement on climate change funding. The Nunavut Housing Corporation worked with the Government of Nunavut to use the Low Carbon Economy Fund to accelerate replacements and retrofits targeted at energy efficiency improvements in Nunavut Housing Corporation-owned units. The project will provide energy efficient upgrades to approximately 1000 units.*
- Continue to carry out quarterly monitoring and annual review and reporting on implementation to the Legislative Assembly.  
*Status: The Nunavut Housing Corporation continued its quarterly monitoring of the implementation of the Blueprint for Action on Housing. The Nunavut Housing Corporation is working to develop an integrated management tool to allow for improved updating and progress reporting.*

*The first Annual Status of Housing report was developed and is anticipated to be tabled during the winter 2019 session.*

### **Priorities (2019-20)**

- Continue to provide leadership and support to divisions to ensure implementation of priorities within Turaaqtavut in collaboration with GN departments and agencies.

- In line with the Inuusivut priorities within Turaaqtavut, continue to respond to the needs of Nunavummiut for safe and affordable housing, including support for elders.
- Continue to work with Nunavut Tunngavik Incorporated and regional Inuit organizations to address Inuit housing needs in Nunavut, including collaboration on joint lobbying efforts aimed at the federal government.
- Strategically implement funding associated with the *National Housing Strategy* bilateral agreement to meet varied housing needs of Nunavummiut.
- Continue to actively implement the Inuit Employment plan, including training, mentoring, development, and staffing opportunities for Inuit within Nunavut Housing Corporation.
- Continue to strengthen occupational health and safety for both Nunavut Housing Corporation and Local Housing Organization operations as a means of mitigating risk and ensuring legislative compliance across Nunavut Housing Corporation program delivery, as part of overall risk management and legislative compliance across Nunavut Housing Corporation programming.
- Continue to strengthen the capacity of the Nunavut Housing Corporation Board of Directors by offering continued governance training, education opportunities and ensuring all director positions are filled.
- Explore options of building and optimizing capacity in the Qikiqtaaluk district.
- Enhance technical capacity through engaging third-party architectural services to better manage delivery and provide additional design options and support.
- Work with departments and the Territorial Corporations to standardize best practices in procurement, project management, monitoring, and enforcement to ensure efficient and effective application of the *Nunavummi Nangminiqaqtunik Ikajuuti Act* and Regulations.

### **Through the Blueprint for Action on Housing**

- In collaboration with the Departments of Health, Family Services and Justice, build on previous research, analysis and policy development to plan for the construction of purpose-built housing that links to specific programming needs. Finalize an inter-departmental policy to guide this work.
- Continue to explore the feasibility of establishing an umbrella organization for not-for-profit organizations.
- Carry-out Housing Need and Demand Study to update understanding of territorial housing needs and to support long-term planning and implementation of a purpose-built housing

policy.

- Integrate Inuit Qaujimajatuqangit into housing design, particularly in regards to purpose built housing for vulnerable groups, including elders.
- Continue collaboration with Community and Government Services to support efficient lot development and the support of private land development and housing construction opportunities.
- Continue the process of identifying unused residential units in communities for possible use in public or staff housing, and identifying, where possible, local redevelopment possibilities.
- Continue engagement with Regional Inuit Associations on potential collaborations to provide affordable housing for Inuit on Inuit owned land.
- Continue to collaborate with the mining industry on housing solutions.
- Continue to collaborate with Community and Government Services, the Climate Change Secretariat, Canadian High Arctic Research Station and Canada Mortgage and Housing Corporation in the support, engagement and development of opportunities to reduce costs associated with housing through technological innovation.
- Assess the applicability and potential benefits of community land trust and co-ops to address housing affordability and increasing housing options in the territory.
- Continue to carry out quarterly monitoring and annual review and reporting on implementation of the Blueprint for Action on Housing to the Legislative Assembly.

### **Priorities (2020-21)**

- Continue to provide leadership and support to divisions to ensure implementation of priorities within Turaaqtavut in collaboration with GN departments and agencies.
- In line with the Inuusivut priorities within Turaaqtavut, continue to respond to the needs of Nunavummiut for safe and affordable housing, including support for elders.
- Continue to work with NTI and regional Inuit organizations to address Inuit housing needs in Nunavut, including collaboration on joint lobbying efforts aimed at the federal government, and implementation of relevant actions from the Blueprint for Action on Housing.
- Continue to strategically implement funding associated with the National Housing Strategy bilateral agreement to meet varied housing needs of Nunavummiut.
- Continue to actively implement the Inuit Employment plan, including training,

mentoring, development, and staffing opportunities for Inuit within NHC.

- Continue to strengthen the capacity of the NHC Board of Directors by offering governance training, education opportunities and ensuring all Director positions are filled.
- Implement an improved organizational structure in the Qikiqtaaluk District.
- Continue to enhance technical capacity through engaging third-party architectural services to better manage delivery and provide additional design options and support.

#### **Through the Blueprint for Action on Housing**

- Continue to develop purpose-built housing linked with specific cross-departmental programming needs.
- Continue collaboration with Community and Government Services to support efficient lot development and the support of private land development and housing construction opportunities.
- Continue engagement with Regional Inuit Associations on potential collaborations to provide affordable housing for Inuit on Inuit owned land.
- Continue to engage with the mining industry on housing solutions.
- Continue to collaborate with Community and Government Services, the Climate Change Secretariat, Canadian High Arctic Research Station and Canada Mortgage and Housing Corporation in the support, engagement and development of opportunities to reduce costs associated with housing through technological innovation.
- Continue to carry out quarterly monitoring and annual review and reporting on implementation of the Blueprint for Action on Housing to the Legislative Assembly. Examine opportunities to revisit actions for possible revision.

#### **Priorities (2021-2022)**

- Continue to provide leadership and support to divisions to ensure implementation of priorities within Turaaqtavut in collaboration with GN departments and agencies.
- In line with the Inuusivut priorities within Turaaqtavut, continue to respond to the needs of Nunavummiut for safe and affordable housing, including support for elders.
- Continue to work with NTI and regional Inuit organizations to address Inuit housing needs in Nunavut, including collaboration on joint lobbying efforts aimed at the federal government, and implementation of relevant actions from the Blueprint for Action on Housing.

- Continue to strategically implement funding associated with the National Housing Strategy bilateral agreement to meet varied housing needs of Nunavummiut.
- Continue to actively implement the Inuit Employment plan, including training, mentoring, development, and staffing opportunities for Inuit within NHC.
- Continue to strengthen the capacity of the NHC Board of Directors by offering continued governance training, education opportunities and ensuring all Director positions are filled.
- Monitor the effectiveness of the updated organizational structure in the Qikiqtaaluk District.
- Continue to enhance technical capacity through engaging third-party architectural services to better manage delivery and provide additional design options and support.

### **Through the Blueprint for Action on Housing**

- Continue to develop purpose-built housing linked with specific programming needs and monitor the outcomes of the programming in purpose-built houses.
- Continue collaboration with Community and Government Services to support efficient lot development and the support of private land development and housing construction opportunities.
- Continue engagement with Regional Inuit Associations on potential collaborations to provide affordable housing for Inuit on Inuit owned land, including potential P3 opportunities.
- Continue to collaborate with Community and Government Services, the Climate Change Secretariat, Canadian High Arctic Research Station and Canada Mortgage and Housing Corporation in the support, engagement and development of opportunities to reduce costs associated with housing through technological innovation.
- Continue to carry out quarterly monitoring and annual review and reporting on implementation to the Legislative Assembly.

### **Public Housing**

The NHC delivers a community-focused Public Housing Program by providing financial resources and professional support to its local delivery agents, the 25 Local Housing Organizations (Local Housing Organizations). Local Housing Organizations are responsible for the property management of 5,496 units in the public housing portfolio (as of March 31, 2018), including unit allocations and rental assessments/collections, maintenance and repairs, and energy upgrading.

**Objectives**

- To provide training, development, and support to Local Housing Organization staff for the delivery of public housing in Nunavut.
- To increase the number of adequate, suitable, and affordable dwelling units in Nunavut.

<b>Programs Budget (\$ 000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Leased Units – Rent Supplement</b>	7,400	<b>7,727</b>	7,727	7,727
There were 234 leased public housing units throughout the territory, as of March 31, 2018. These units create an opportunity for the private sector to provide much needed public housing units without the capital expenditure required for the construction of new units.				
<b>Administration and Maintenance</b>	49,457	<b>50,146</b>	50,146	50,146
The Administration and Maintenance component includes such items as salaries and benefits, equipment and supplies.				
<b>Utilities</b>	99,452	<b>105,813</b>	105,813	105,813
Covers the cost of utilities for the Public Housing Program. Utility expenses include power, fuel, water and sewage, and garbage collection.				
<b>Taxes and Land Leases</b>	2,841	<b>3,008</b>	3,008	3,008
Covers the cost of taxes and land lease expenses.				
<b>Debt Payment</b>	12,206	<b>12,088</b>	11,751	10,919
Remitted to Canada Mortgage and Housing Corporation to pay down the debt on the public housing portfolio, which was \$76.7 million as at March 31, 2018.				
<b>Rental Revenue</b>	(15,560)	<b>(16,940)</b>	(16,940)	(16,940)
Local Housing Organizations assess public housing rents and are responsible for their collection. Revenues collected are discounted 3% as an allowance for bad debt. The remaining 97% is used to offset the cost of administering the Public Housing Program.				
<b>Other Revenue</b>	(28,082)	<b>(28,820)</b>	(27,596)	(26,009)
Canada Mortgage and Housing Corporation contributions for Social Housing and internally generated revenue, which consist of investment income, mortgage interest, staff housing tenant damage charges and sundry income.				
<b>Total, Public Housing</b>	<b>127,714</b>	<b>133,022</b>	<b>133,909</b>	<b>134,664</b>

**Priorities (2018-19)**

- Continue to participate in lobbying efforts at the territorial and federal levels to seek support for the provision of suitable, adequate and affordable housing across Nunavut.  
*Status: The Nunavut Housing Corporation continues to actively participate in tri-territorial lobbying efforts to increase awareness and funding to address housing in Canada’s North. Bi-lateral lobbying efforts have ensured that the bilateral agreement with Canada Mortgage Housing Corporation has been adjusted with respect to some Nunavut-specific requests and content, including the co-design of the use of Canada Housing Benefit funding in Nunavut.*

- Develop a strategy to better plan for and address delayed and incomplete Modernization & Improvement work on public housing units, including implementation of comprehensive annual plans for Local Housing Organizations. Continue to set aside Modernization & Improvement funds for discretionary use at the Directorate level to limit carry forwards of allocated funds.

*Status: The requirement for Local Housing Organizations to establish annual plans for their operations, as well as Modernization & Improvement activity requirements, was incorporated in the updated Local Housing Organization Management Agreement, for which anticipated implementation is 2019-20.*

*The Nunavut Housing Corporation continues to reserve a portion of Modernization & Improvement funds for discretionary use at the Directorate level to allow the Nunavut Housing Corporation to do territorial wide projects, such as mould remediation.*

- Strategically implement funding for public housing associated with the *National Housing Strategy*.

*Status: Of the \$240 million dollars in northern funding earmarked for Nunavut in federal budget 2017, \$24 million was provided to the Nunavut Housing Corporation by the federal government in 2018-19 as a one-year extension of the Investments in Affordable Housing funding stream. This funding was used towards public housing builds. The signing of a bilateral agreement under the National Housing Strategy for the remaining \$216 million in northern funding, and other funding under the Strategy, is anticipated, with funds beginning to flow April 1, 2019. The agreement will be supported by a federally-required, made in Nunavut action plan addressing the initial three years of funding implementation in the territory.*

- Continue to enhance supports for Local Housing Organization partners through the review of and development of various policies and procedures, and implementation of the revised Management Agreement between NHC and Local Housing Organizations.

*Status: The Nunavut Housing Corporation consulted closely with local housing organization boards and managers with respect to the development of the new Management Agreement - with implementation anticipated to begin in 2019.*

- Finalize and begin implementation of updated Local Housing Organization management agreement.

*Status: The Nunavut Housing Corporation consulted closely with local housing organization boards and managers with respect to the development of the new Management Agreement - with implementation anticipated to begin in 2019.*

- Continue to monitor and review impact of collections policy and procedures to reduce Local Housing Organization arrears, and continue to develop and implement Local Housing Organization deficit recovery plans.

*Status: The Nunavut Housing Corporation continued to work with each of the Local Housing Organizations to ensure that the full collection process as per the NHC Collections Policy is followed. As of September 2018, the territory wide collection rate was 83%.*



*The NHC worked with the Department of Finance to implement wage garnishment and Canadian Revenue Agency set-off initiatives for the 2018 tax year for the collection of rent and mortgage arrears.*

- Continue the development of strategically planned mould remediation for public housing units, including training of Local Housing Organization staff.  
*Status: Mould remediation training was rolled out to all Local Housing Organizations and significant expenditures have been made to remediate mould in identified units. A study of the scope and scale of the issue has been conducted and a plan of action has been developed accordingly.*

### **Through the Blueprint for Action on Housing**

- Continue project scoping for market and statistical analysis to determine the future demand for public housing construction.  
*Status: An interdepartmental working group was established to guide development and implementation of an updated territorial Housing Needs and Demand study, which is expected to be carried out by fiscal year 2020-2021.*
- Develop a plan to publicize a list of housing needs by community to inform private sector priorities.  
*Status: For a second year, the Nunavut Housing Corporation tabled, in the Legislative Assembly, public housing needs information underpinning the allocation of projected construction for the following fiscal year, in this case 2019-20. The Nunavut Housing Corporation held its first Blueprint for Action on Housing private industry consultation in September 2018.*

*The updated territorial Housing Needs and Demand Study will improve the quality of data that can be shared with territorial partners, including private industry.*

- Continue to explore and implement the use of technology and innovation to reduce costs associated with the maintenance and operation of housing.  
*Status: The Nunavut Housing Corporation continued to work on developing more energy efficient and economical housing solutions, and successfully applied for energy upgrading funding under the federal Low Carbon Economy Fund. Approximately 1000 units will receive energy efficiency upgrades. Going forward NHC will develop an implementation plan, including unit identification.*
- Continue to develop information, resources and incentives that encourage housing tenants to monitor, care for and maintain housing units.  
*Status: Nunavut Housing Corporation has hired a full time communications officer to work on the tenant engagement campaign. Nunavut Housing Corporation continues to use a multi-media strategy to encourage a sense of pride and respect for one's home, this includes the development of radio announcements, and the annual housing calendar.*
- Continue to work towards developing an evidence-based business case, in coordination with

NHCs partners, including NTI and the Regional Inuit Associations, for continued long-term federal investment in housing.

*Status: The Nunavut Housing Corporation engaged with its territorial partners on Inuit perspectives on housing, including on the Nunavut-Canada co-design of the Canada Housing Benefit under the National Housing Strategy to ensure adaptation to Nunavut's unique circumstances.*

- Continue to research the viability and suitability of alternative financing options for purpose-built housing.

*Status: The Nunavut Housing Corporation engaged with community partners on alternative financing options, including the Regional Inuit Associations. The Nunavut Housing Corporation continues to explore the issue of cooperative housing and affordable homeownership and rentals.*

### **Priorities (2019-20)**

- Continue to participate in lobbying efforts at the territorial and federal levels to seek support for the provision of suitable, adequate and affordable housing across Nunavut.
- Implement a strategy to address delayed and incomplete Modernization & Improvement work on public housing units, including use of comprehensive annual plans for Local Housing Organizations. Continue to set aside Modernization & Improvement funds for discretionary use at the Directorate level to limit carry forwards of allocated funds, and assess the impact of this strategy.
- Continue to strategically implement funding for public housing associated with the *National Housing Strategy*, including enhancements and/or revisions to the public housing allocation methodology to better assess housing need.
- Continue to enhance supports for Local Housing Organization partners through the review and development of various policies and procedures. Evaluate implementation of a new management agreement.
- Continue to monitor and review impact of collections policy and procedures to reduce Local Housing Organization arrears, and continue to develop and implement Local Housing Organization deficit recovery plans.
- Continue mould remediation across the public housing stock and evaluate the success of remediation training at the Local Housing Organization level.
- Review and implement changes in the public housing designs to prevent and reduce potential mould impacts.
- Explore development of a project to support Nunavut Housing Corporation efforts to redevelop or replace existing public housing units that have reached the end of their 'life-cycle' to maintain the viability of Nunavut Housing Corporation's overall portfolio.

- Using the Low Carbon Economy Fund, implement the four-year accelerated modernization and improvements program to improve energy efficiency in approximately 1,000 public housing units.

### **Through the Blueprint for Action on Housing**

- Utilize market and statistical analysis on the future demand for public housing construction for programming decisions and for inclusion in the Annual Status of Housing Report.
- Continue to explore and implement the use of technology and innovation to reduce costs associated with the maintenance and operation of housing.
- Provide and update information, resources and incentives that encourage housing tenants to monitor, care for and maintain housing units.
- Continue to update and support an evidence-based business case, in coordination with Nunavut Housing Corporations partners, including Nunavut Tunngavik Incorporated and the Regional Inuit Associations, for long-term federal investment in housing.
- Continue to assess the viability of alternative financing options for additional housing stock.

### **Priorities (2020-2021)**

- Continue to participate in lobbying efforts at the territorial and federal levels to seek increased support for the provision of suitable, adequate and affordable housing across Nunavut.
- Continue to implement and refine a strategy to address delayed and incomplete modernization and improvement work on public housing units.
- Continue to strategically implement funding for public housing associated with the National Housing Strategy.
- Continue to enhance supports for Local Housing Organization partners through the review and development of various policies and procedures. Continue to evaluate implementation of a new management agreement.
- Continue to monitor and review impact of collections policy and procedures to reduce Local Housing Organization arrears, and continue to develop and implement Local Housing Organization deficit recovery plans.
- Continue mould remediation in all communities, and evaluate the success of remediation training at the Local Housing Organization level, including further training, as required.
- Continue to implement changes in the public housing designs to prevent and reduce potential mould impacts.

- Using the Low Carbon Economy Fund, implement the four-year accelerated modernization and improvements program to improve energy efficiency in approximately 1,000 public housing units.

### **Through the Blueprint for Action on Housing**

- Monitor the need for public housing construction and update list of housing needs by community to inform private sector priorities.
- Continue to explore and implement the use of technology and innovation to reduce costs associated with the maintenance and operation of housing.
- Provide and update information, resources and incentives that encourage housing tenants to monitor, care for and maintain housing units.
- Continue to update and support an evidence based business case, in coordination with Nunavut Housing Corporation's partners, including Nunavut Tunngavik Incorporated and the Regional Inuit Associations, for long-term federal investment in housing. Continue to assess the viability of alternative financing options for additional housing stock.
- Continue to assess the viability of alternative financing options for additional housing stock.

### **Priorities (2021-22)**

- Continue to participate in lobbying efforts at the territorial and federal levels to seek increased support for the provision of suitable, adequate and affordable housing across Nunavut.
- Continue to strategically implement funding for public housing associated with the National Housing Strategy.
- Continue to enhance supports for Local Housing Organization partners through the review and development of various policies and procedures. Continue to evaluate implementation of a new management agreement.
- Continue to monitor and review impact of collections policy and procedures to reduce Local Housing Organization arrears, and continue to develop and implement Local Housing Organization deficit recovery plans.
- Continue mould remediation in all communities, and evaluate the success of remediation training at the Local Housing Organization level, including further training, as required.
- Continue to implement changes in the public housing designs to prevent and reduce potential mould impacts.
- Using the Low Carbon Economy Fund, implement the four-year accelerated modernization

and improvements program to improve energy efficiency in approximately 1,000 public housing units.

**Through the Blueprint for Action on Housing**

- Monitor the need for public housing construction and update list of housing needs by community to inform private sector priorities.
- Continue to explore and implement the use of technology and innovation to reduce costs associated with the maintenance and operation of housing.
- Provide and update information, resources and incentives that encourage housing tenants to monitor, care for and maintain housing units.
- Continue to update and support an evidence based business case, in coordination with Nunavut Housing Corporation’s partners, including Nunavut Tunngavik Incorporated and the Regional Inuit Associations, for long-term federal investment in housing. Continue to assess the viability of alternative financing options for additional housing stock.
- Continue to assess the viability of alternative financing options for additional housing stock.

**Staff Housing**

Through the Staff Housing Program, the NHC provides rental units to GN staff, as well as a range of housing-related programs and services to eligible staff. 73% of staff housing stock is in the form of leased units, accounting for the majority of the staff housing budget.

**Objective**

- To provide subsidized rental housing to term and indeterminate GN employees to assist in the recruitment and retention of staff and to facilitate the provision of programs and services to Nunavummiut.

<b>Programs Budget (\$ 000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Operations</b>	9,625	<b>10,552</b>	10,552	10,552
Provides the day-to-day operations for the Staff Housing Program in a decentralized environment, including the cost of utilities for staff housing units.				
<b>Leases for Staff Housing Rental Units</b>	45,830	<b>49,360</b>	49,360	49,360
The staff housing portfolio provides 1,574 rental units (443 owned and 1,131 leased), as of March 31, 2018.				
<b>Total, Staff Housing</b>	<b>55,455</b>	<b>59,912</b>	<b>59,912</b>	<b>59,912</b>

### **Priorities (2018-19)**

- Implement long-term strategies and alternatives to staff housing, based on the outcomes of the review of the GN Staff Housing Policy.  
*Status: Nunavut Housing Corporation collaborated with the Department of Finance to develop updates to the staff housing policy, including with respect to the allocations process, with anticipated approval for a finalized policy in 2019. Going forward, the Department of Finance, the Department of Human Resources, and the Nunavut Housing Corporation will work together to develop program enhancements based on the results of the review.*
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.  
*Status: Nunavut Housing Corporation initiated the construction of 23 units in accordance with the 2018-19 proposed planning. Planning for a further 14 projected units for 2019-20 has begun and is ongoing.*
- In partnership with the Department of Finance, continue to work closely with GN departments to meet their staff housing requirements.  
*Status: An evaluation of Nunavut Housing Corporation staff capacity to manage leasing and tenant relations is ongoing.*

*The Nunavut Housing Corporation continued to chair the four regional allocation committees and continued to administer and manage leasing agreements for all staff housing units across the territory.*

### **Through the Blueprint for Action on Housing**

- Review the current prioritization system and process for allocating staff housing units, and reallocating vacant units, based on the outcomes of the review of the GN Staff Housing Policy.  
*Status: A review of the current prioritization system and process for allocating staff housing units was completed, with anticipated approval for an updated policy in 2019.*

### **Priorities (2019-20)**

- The Departments of Finance, Human Resources, and the Nunavut Housing Corporation will work together to develop program enhancements based on the results of the review.
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements, and evaluate leasing opportunities.
- Continue to monitor vacant staff housing units and determine community options for redevelopment on a case-by-case basis.

### **Through the Blueprint for Action on Housing**

- Implement an updated prioritization system and process for allocating staff housing unit, and

reallocating vacant units.

### **Priorities (2020-21)**

- Continue to implement related activities for the Blueprint for Action on Housing, including review and revision of existing actions, with particular focus on exploring alternatives to staff housing.
- In partnership with the Department of Human Resources, implement the GN staff housing policy and allocations processes to meet staff housing requirements for all departments.
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements, and evaluate leasing opportunities.
- Continue to monitor vacant staff housing units and determine community options for redevelopment on a case-by-case basis.

### **Priorities (2021-22)**

- Continue to implement related activities for the Blueprint for Action on Housing, including review and revision of existing actions, with particular focus on exploring alternatives to staff housing.
- In partnership with the Department of Human Resources, implement the GN staff housing policy and allocations processes to meet staff housing requirements for all departments.
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements, and evaluate leasing opportunities.
- Continue to monitor vacant staff housing units and determine community options for redevelopment on a case-by-case basis.

## **Homeownership**

Through its homeownership programs and supports, the NHC assists residents who can afford the costs of homeownership to secure and maintain their own housing. As well, homeownership education and counseling services are provided to homeowners. These services include consultations regarding purchase of existing homes or new home construction, repairs, renovations, bank financing and energy conservation.

There are significant challenges associated with delivering homeownership programs in Nunavut, including the lack of local contractors available to carry-out larger projects for both renovations and new builds. As such, programs such as the Home Renovation Program have funding allocated to projects that are not completed for long periods of time. The NHC has tried to address this issue by making funding available to cover contractor travel from larger

communities. Further development of the local workforce, identified as a priority within the Blueprint for Action on Housing will also contribute towards addressing this issue.

**The \$4.6 million budget for Homeownership Programs is funded through the Capital Estimates and is therefore not included in the Main Estimates. The capital budget is broken down as follows:**

<b>Programs Budget</b>	<b>(\$ 000)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Homeownership Programs</b>		4,000	4,000	4,000	4,000
<i>Provides funding for NHC's eight home purchase and home renovation programs. These consist of the Nunavut Down-payment Assistance Program, Home Renovation Program, Emergency Repair Program, Senior Citizens Home Repair Program, Tenant to Owner Program, Interim Financing Program, the Condo program and the Seniors and Persons with Disabilities Home Options program.</i>					
<b>Heating Oil Tank Replacement Program</b>		500	500	500	500
<i>This program provides a grant of up to \$7,500 to replace a homeowner's heating oil tank.</i>					
<b>Seniors and Persons with Disabilities Preventative Maintenance Program</b>		116	116	116	116
<i>This program provides a grant of up to \$3,000 to support seniors and persons with disabilities with preventative maintenance.</i>					
<b>Total, Homeownership</b>		<b>4,616</b>	<b>4,616</b>	<b>4,616</b>	<b>4,616</b>

**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**

The Nunavut Down Payment Assistance Program offers down payment assistance to eligible Nunavummiut in the form of a forgivable loan.

**The Tenant to Owner Program**

The Tenant to Owner Program offers tenants in public housing the opportunity to become homeowners by purchasing the home that they are renting.

**Government of Nunavut Staff Condominium Program**

The GN Staff Condominium Program offers an opportunity for GN staff to purchase an affordable condominium unit.

**The Interim Financing Program**

The Interim Financing Program provides construction loans to Nunavummiut who are unable to secure interim financing from a private lender to construct a new home.



***The Home Renovation Program***

The Home Renovation Program assists eligible Nunavut homeowners to complete repairs, renovations and additions to existing homes. HRP assistance is a forgivable loan up to maximum of \$50,000. An additional \$15,000 is available for energy efficiency related items.

***The Senior Citizens Home Repair Program***

The Senior Citizens Home Repair Program supports senior homeowners with repairs and home adaptations. The maximum contribution available is \$15,000 plus eligible freight costs.

***The Emergency Repair Program***

The Emergency Repair Program assists eligible homeowners for emergency repairs that are required for the continued safe occupancy of their home. The maximum contribution available is \$15,000.

***Seniors and Disabled Persons Preventative Maintenance Program***

The Senior and Disabled Persons Preventative Maintenance Program provides support to seniors and persons with disabilities for preventative maintenance and minor repairs. The assistance is an annual grant of up to \$3,000.

***The Heating Oil Tank Replacement Program***

The Heating Oil Tank Replacement Program assists homeowners to replace their home heating oil tank in the form of a grant of up to \$7,500.

***The Seniors and Persons with Disabilities Home Options Program***

The Seniors and Persons with Disabilities Home Options Program assists seniors and persons with disabilities who can no longer afford homeownership by allowing them to access public housing upon the sale or transfer of their home.

**Priorities (2018-19)**

- Continue to implement related activities for the Blueprint for Action on Housing, including work to actively increase the local workforce, to address issues of capacity to perform home repairs in communities.

*Status: NHC engaged with the Department of Economic Development and Transportation on options to support and incentivize local workforce development. This work is on-going.*

*NHC conducted an internal review of occupational standards for housing maintainers and will collaborate with Department of Family Services on next steps in ensuring that occupational standards work in the Nunavut context.*

- Monitor the success and impact of the homeownership programs, and the program process through the NHC, including implementation of potential program changes coming out of the review.

*Status: In 2017, Nunavut Housing Corporation completed the first stage of review of the homeownership program. Using the outcomes of this review, Nunavut Housing Corporation made improvements to application processes to better incorporate the three district offices in the process of supporting applicants. The Nunavut Housing Corporation completed a second*

*stage review of homeownership program design, which will lead to the streamlining of programs. It is anticipated that the third stage of the review, an assessment of the feasibility of homeownership in the territory, will be completed in early 2019.*

- Promote homeownership in Nunavut through publicity and promotion as well as through education and counseling.

*Status: Nunavut Housing Corporation continued to advertise homeownership programs through Nunavut media, Local Housing Organization offices and the Nunavut Housing Corporation's website.*

*Nunavut Housing Corporation developed a work plan for the development of plain language toolkit for tenant and homeowners.*

- Implement and monitor the success of the revised GN Staff Condominium Program, including its effects on homeownership markets.

*Status: The implementation of the program is on track. Nunavut Housing Corporation continues to monitor the success of the program and will support the establishment of a condo board. The Nunavut Housing Corporation will continue to provide guidance and support to this board during their first year.*

- Continue to work with mining companies to encourage development of homeownership support programs for employees.

*Status: Nunavut Housing Corporation worked collaboratively with mining companies and project proponents to mitigate the negative, and promote the positive housing effects of the project. The Nunavut Housing Corporation joined the Government of Nunavut – Agnico Eagle Mines Memorandum of Understanding Oversight Committee and a subcommittee created to explore housing alternatives.*

### **Through the Blueprint for Action on Housing**

- Develop and implement a work plan to examine the suitability of secondary suites as a means of increasing private rental options.

*Status: The Nunavut Housing Corporation carried out a homeownership program design review in 2018-19. This review, along with a future review of legislative and zoning options, will inform the exploration of secondary suites as a means to increase private rentals.*

- Finalize an updated Local Housing Organization management agreement and determine the feasibility of expanding Local Housing Organization maintenance services to homeowners.

*Status: The Nunavut Housing Corporation has identified concerns regarding the expansion of local housing organizations maintenance services to homeowners and the current capacity of many Local Housing Organization's to meet existing obligations with respect to the public housing program. However, the Nunavut Housing Corporation will continue to work on local capacity building through Blueprint for Action on Housing.*

- Complete a review of current Homeownership Programs with a view to developing options to update or discontinue existing programs, as well as options to establish new programs to

support the provision of affordable and accessible housing options and the support of homeownership readiness for program applicants.

*Status: Through the Homeownership Program Review, the Nunavut Housing Corporation examined program design with respect to its suite of Homeownership programs. In 2019-20, Nunavut Housing Corporation will make design changes to establish outcomes based on individual homeowner needs. As part of the program review, the Nunavut Housing Corporation conducted a survey in of Government of Nunavut staff with respect to their ongoing interest in or experience of homeownership, the results of which were incorporated into the final report on design.*

- Establish a work plan for the development of a plain language “Toolkit for Renters and Homeowners”.

*Status: A work plan has been established. Development of the toolkit will be informed by the anticipated 2019 completion of an analysis of homeownership feasibility by community.*

### **Priorities (2019-20)**

- Continue to implement related activities for the Blueprint for Action on Housing, including actions that support the development of the local workforce.
- Based on options provided in the Homeownership Programs review, develop and begin implementation of a work plan to update, discontinue or develop new homeownership programming in support of the provision of affordable and accessible housing options and in support of homeownership readiness.
- Promote homeownership in Nunavut through publicity and promotion as well, as through education and counseling.
- Continue to implement and ongoing monitoring of the success of the revised GN Staff Condominium Program, including its effects on homeownership markets.
- Continue to work with mining companies to encourage development of homeownership support programs for employees.
- Finalize production and distribute a plain language “Toolkit for Renters and Homeowners”.
- Assess the suitability of secondary suites as a means of increasing private rental options and determine next steps.

### **Priorities (2020-2021)**

- Continue to implement related activities for the Blueprint for Action on Housing, including actions that support the development of the local workforce.
- Continue to monitor the success and impact of the homeownership programs, and evaluate impact of program changes, or newly developed programs.

- Explore new homeownership engagement strategies, including education and counseling.
- Continue to work with mining companies to encourage development of homeownership support programs for employees.

**Priorities (2021-2022)**

- Continue to implement related activities for the Blueprint for Action on Housing, including actions that support the development of the local workforce.
- Continue to monitor the success and impact of the homeownership programs, and evaluate impact of program changes, or newly developed programs.
- Explore new homeownership engagement strategies, including education and counseling.
- Continue to work with mining companies to encourage development of homeownership support programs for employees.

## APPENDIX I. Financial Summary

Branch	2018-2019		2019-2020		2020-2021		2021-2022	
	Main Estimates		Main Estimates		Main Estimates		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>Headquarters</b>								
Salary	7,053	55.0	<b>6,938</b>	<b>55.0</b>	6,938	55.0	6,938	55.0
Grants & Contributions	-		-		-		-	
Other O&M	1,512		<b>1,616</b>		1,616		1,616	
Subtotal	8,565		<b>8,554</b>		8,554		8,554	
<b>Debt Repayment</b>								
Salary	-	-	-	-	-	-	-	-
Grants & Contributions	-		-		-		-	
Other O&M	12,206		<b>12,088</b>		11,751		10,919.0	
Subtotal	12,206		<b>12,088</b>		11,751		10,919.0	
<b>District Offices</b>								
Salary	7,134	51.0	<b>7,542</b>	<b>51.0</b>	7,542	51.0	7,542	51.0
Grants & Contributions	-		-		-		-	
Other O&M	2,228		<b>2,235</b>		2,235		2,235	
Subtotal	9,362		<b>9,777</b>		9,777		9,777	
<b>Affordable Housing (Public Housing)</b>								
Salary	-	-	-	-	-	-	-	-
Grants & Contributions	143,590		<b>149,754</b>		149,754		149,754	
Other O&M	-		-		-		-	
Subtotal	143,590		<b>149,754</b>		149,754		149,754	
<b>Affordable Housing (Staff Housing)</b>								
Salary	2,170	17.0	<b>2,284</b>	<b>17.0</b>	2,284	17.0	2,284	17.0
Grants & Contributions	-	-	-		-		-	
Other O&M	53,285	-	<b>57,628</b>		57,628		57,628	
Subtotal	55,455	-	<b>59,912</b>		59,912		59,912	
<b>Total</b>	229,178	123.0	<b>240,085</b>	<b>123.0</b>	239,748	123.0	238,916	123.0
Less: CMHC Contribution and Other Revenue	(28,082)	(7.0)	(28,820)	(7.0)	(27,596)	(7.0)	(26,009)	(7.0)
<b>Total Funded</b>	<b>201,096</b>	<b>116.0</b>	<b>211,265</b>	<b>116.0</b>	<b>212,152</b>	<b>116.0</b>	<b>212,907</b>	<b>116.0</b>

## APPENDIX II. Inuit Employment Targets

### INUIT EMPLOYMENT PLAN

The Nunavut Housing Corporation is fully committed to reaching Article 23 of the Nunavut Agreement goal for Inuit employment and plans to increase Inuit employment in the fiscal year 2018-2019 and future years.

<b>Departmental Inuit Employment Targets</b>				
<b>Nunavut Housing Corporation</b>	<b>As of Sept. 30, 2018</b>		<b>As of March 31, 2020</b>	
	<b>Capacity %</b>		<b>Capacity %</b>	
<b>Total Department Positions</b>	<b>123</b>		<b>123</b>	
Total Filled Positions	91	74%	102	83%
Total Vacancies	32	26%	21	17%
<b>Total Inuit</b>	<b>33</b>	<b>36%</b>	<b>41</b>	<b>40%</b>
<b>Total Executive Positions</b>	<b>2</b>		<b>2</b>	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	1	50%	1	50%
<b>Total Senior-Management Positions</b>	<b>11</b>		<b>10</b>	
Total Filled Senior-Management Positions	8	73%	9	90%
Total Vacant Senior-Management Positions	3	27%	1	10%
Total Inuit in Senior-Management Positions	1	13%	1	11%
<b>Total Middle-Management Positions</b>	<b>24</b>		<b>24</b>	
Total Filled Middle-Management Positions	23	96%	24	100%
Total Vacant Middle-Management Positions	1	4%	0	0%
Total Inuit in Middle-Management Positions	4	17%	5	21%
<b>Total Professional Positions</b>	<b>24</b>		<b>21</b>	
Total Filled Professional Positions	12	50%	14	67%
Total Vacant Professional Positions	12	50%	7	33%
Total Inuit in Professional Positions	1	8%	3	21%
<b>Total Paraprofessional Positions</b>	<b>42</b>		<b>46</b>	
Total Filled Paraprofessional Positions	31	74%	35	76%
Total Vacant Paraprofessional Positions	11	26%	11	24%
Total Inuit in Paraprofessional Positions	12	39%	14	40%
<b>Total Administrative Positions</b>	<b>20</b>		<b>20</b>	
Total Filled Administrative Positions	15	75%	18	90%
Total Vacant Administrative Positions	5	25%	2	10%
Total Inuit in Administrative Positions	14	93%	17	94%

## **Capacity**

Since its incorporation, the NHC has endeavored to continually increase Inuit employment within the Corporation; however, like all government departments and agencies, it has historically faced serious challenges in terms of its human resource capacity.

Increasing its human resource capacity will enable the NHC to fully meet its mandate, and deliver housing programming efficiently and effectively across the territory. The NHC is actively working to reduce its significant vacancy rates. At the end of October, 2018, the NHC had 18 staffing competitions underway with 6 in Iqaluit, 5 in Arviat, 3 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 extended 6 of the aforementioned term positions that would have expired in March 2017, to March 2019. Further, the NHC has created two additional Project Manager positions to support the implementation of public housing construction under the new federal funding.

NHC continues to do ongoing review and analysis of its capacity to determine if further enhancements are required, particularly in the areas of training and development, health and safety and the administration of homeownership programs.

## **Inuit Employment Plans**

To support the Government of Nunavut in meeting its objectives under Article 23 of the Nunavut Agreement, the Department of Human Resources has developed a government-wide master plan that provides strategic direction for government wide programs and initiatives to increase and enhance Inuit employment.

Throughout 2018/19, the NHC has worked closely with the Department of Human Resources to implement its Corporate Inuit Employment Plan. The NHC's Inuit Employment Plan lays out a series of goals and actions to strategically increase the NHC's Inuit employment over the next 5 years.

As of September 30, 2018, the total number of approved positions at NHC was 123.

The NHC has filled 91 of its 123 positions, with a vacancy rate of 26%. The total number of Inuit hired by the NHC is 33 for an IEP rate of 36%.

For the year 2019-20, the NHC is targeting to fill 78% of approved positions (90 of the 116 positions). Of those positions, 40% (41 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 November 2018, there were 381 LHO positions funded by the NHC of which 348 positions were filled. Of these positions, 288 were filled by Inuit. This equates to an LHO Inuit employment rate of 83%.

LHO employees are not part of the public service and their Inuit employment numbers are not considered when calculating the NHC's IEP percentages. To provide a comprehensive analysis as of November 2018 of the NHC's operations, when combined with LHO staffing levels, there are 504 positions total, of which 439 were filled, and 321 are Inuit, for a consolidated NHC-LHO IEP rate of 73%.

## **Priorities – Priorities in 2018-19 and beyond reflect the goals and actions set out in the NHC's Inuit Employment Plan**

### **Priorities (2018-2019)**

- Continue to collaborate across GN departments to implement the NHC's Blueprint for Action on Housing and the actions within it related to workforce development, with the larger goal of increasing the NHC's Inuit employment. This includes:
  - Supporting the Department of Family Services' development of the "Building Trades Helper" program to provide students with entry-level employment skills for building maintenance and construction industry.
  - Supporting the Department of Education's review of the former Nunavut Early Apprenticeship Training program.
  - Supporting the Department of Family Services' continuing development of the Getting Ready for Employment and Training Program.
  - Reviewing positions within NHC and the LHOs to assess the effectiveness and suitability of current occupational standards.
  - Supporting the Department of Education in determining the feasibility of incorporating skills and competencies for employment in housing-related occupations into school curriculum.

*Status: In its role as the lead on the implementation of the Blueprint for Action on Housing, the NHC continues to play a supporting role with its interdepartmental partners as required and where requested.*

*With respect to reviewing positions within the NHC and the LHOs to assess the effectiveness and suitability of current occupational standards, progress has been made with respect to the housing maintainer position within the LHOs. This is an ongoing task and the NHC continues to accomplish this task internally and in collaboration with the Department of Family Services.*



- Increase in number of Inuit casual employees within the NHC, creating greater potential for qualified Inuit to become indeterminate employees.  
*Status: All hiring managers are required to provide NHC with their efforts in filling casual positions with Nunavut Inuit.*
- Maintain high levels of Inuit employment within the NHC in the administrative category, including restricting competitions for administrative positions to Inuit candidates.  
*Status: The NHC continues to ensure that all administrative category hiring is done through restricted competitions open to Inuit only.*
- Leverage LHO Inuit employee pool to fill GN positions through secondments and support career advancement by surveying LHOs for training needs and responding accordingly  
*Status: The NHC initiated two successful Secondments of employees from the Arviat Housing Association working in the Headquarters office in Arviat.*
- Increase entry level Inuit employment through promotion of the NHC at the Nunavut Arctic College trades program as well as engagement with the GN Summer Student Employment Equity Programs and Nunavut Arctic College practicum program, and continue to participate in career fairs and to promote the GN as a potential employer.  
*Status: NHC supports and encourages LHO apprenticeship programs, and is exploring support and incentive options with Economic Development and Transportation. Furthermore, NHC continues to participate in career fairs and promote the NHC as a potential employee.*
- Provide new practical and applied career advancement for Inuit employees through supported internships within NHC, career advancement plans, support for educational leave opportunities and direct appointments where possible and appropriate.  
*Status: NHC offered internships to support employees who indicated interest in career advancement. Via the creation of internships—that began in 2018 and are on-going—and subsequent direct appointment requests, the NHC plans to advance two employees to middle management positions.*
- Encourage and support Inuit employees to participate in career broadening, policy development and leadership training opportunities offered at Executive and Intergovernmental Affairs.  
*Status: Through education leave, career advancement, and workshops, the NHC supports its employees in career advancement.*
- Complete the on-going Staff Housing program review and carry out a Homeownership Program review, with a view to updating those programs to better support the GN's Inuit employment objectives.  
*Status: Nunavut Housing Corporate collaborated with the Department of Finance to develop updates to the staff housing, including with respect to the allocations process, with anticipated approval for a finalized policy in 2019.*

**Priorities (2019-2020)**

- Find a balance between expected job experience and education to ensure qualified Inuit are not unnecessarily excluded from Nunavut Housing Corporation job competitions.
- Increase capacity within the Nunavut Housing Corporation's Human Resources division to allow increased focus on training and development of Inuit employees, including, but not limited to, career advancement plans, mentorships and Nunavut Housing Corporation-developed leadership and management programming.
- Meeting the housing needs of Inuit government employees; increased recruitment and retention of Nunavut Inuit within the Nunavut Housing Corporation and the government as a whole.
- Prepare professional category level Inuit employees for middle and senior management positions, through internships, secondments, educational leave and encouraging and supporting Inuit employees to participate in career broadening, policy development and leadership training opportunities offered by the Department of Human Resources.
- Continue to Implement the Blueprint for Action on Housing and its Actions related to workforce development; increase the Inuit labour force from which to hire Inuit Employees within the Nunavut Housing Corporation including, but not limited to, through restricted competitions for administrative staff, engagement with Nunavut Arctic College trades program and practicum program, the government's Summer Student Employment Equity Program, and participate in career fairs.
- Based on the results of the Staff Housing program review and the Homeownership Program review, implement updates to those programs to better support the governments Inuit employment objectives.

**Priorities (2020-2021)**

- Revisit and revise Inuit employment programming based on successes and challenges experienced to date.
- Create a career path for finance staff in the administrative and paraprofessional pools to take on more senior roles.
- Continue to Implement the Blueprint for Action on Housing and its Actions related to workforce development; increase Inuit labour force from which to hire Inuit employees within the Nunavut Housing Corporation.
- Make the Nunavut Housing Corporation an employer of choice among skilled Inuit; increase Nunavut Housing Corporation's Inuit employment, particularly in entry-level positions.

**Priorities (2021-2022)**

- Revisit and revise Inuit employment programming based on successes and challenges experienced to date.
- Continue to create a career path for finance staff in the administrative and paraprofessional pools to take on more senior roles.
- Continue to Implement the Blueprint for Action on Housing and its Actions related to workforce development; increase Inuit labour force from which to hire Inuit employees within the Nunavut Housing Corporation.
- Continue to make the Nunavut Housing Corporation an employer of choice among skilled Inuit; increase Nunavut Housing Corporation's Inuit employment, particularly in entry-level positions.

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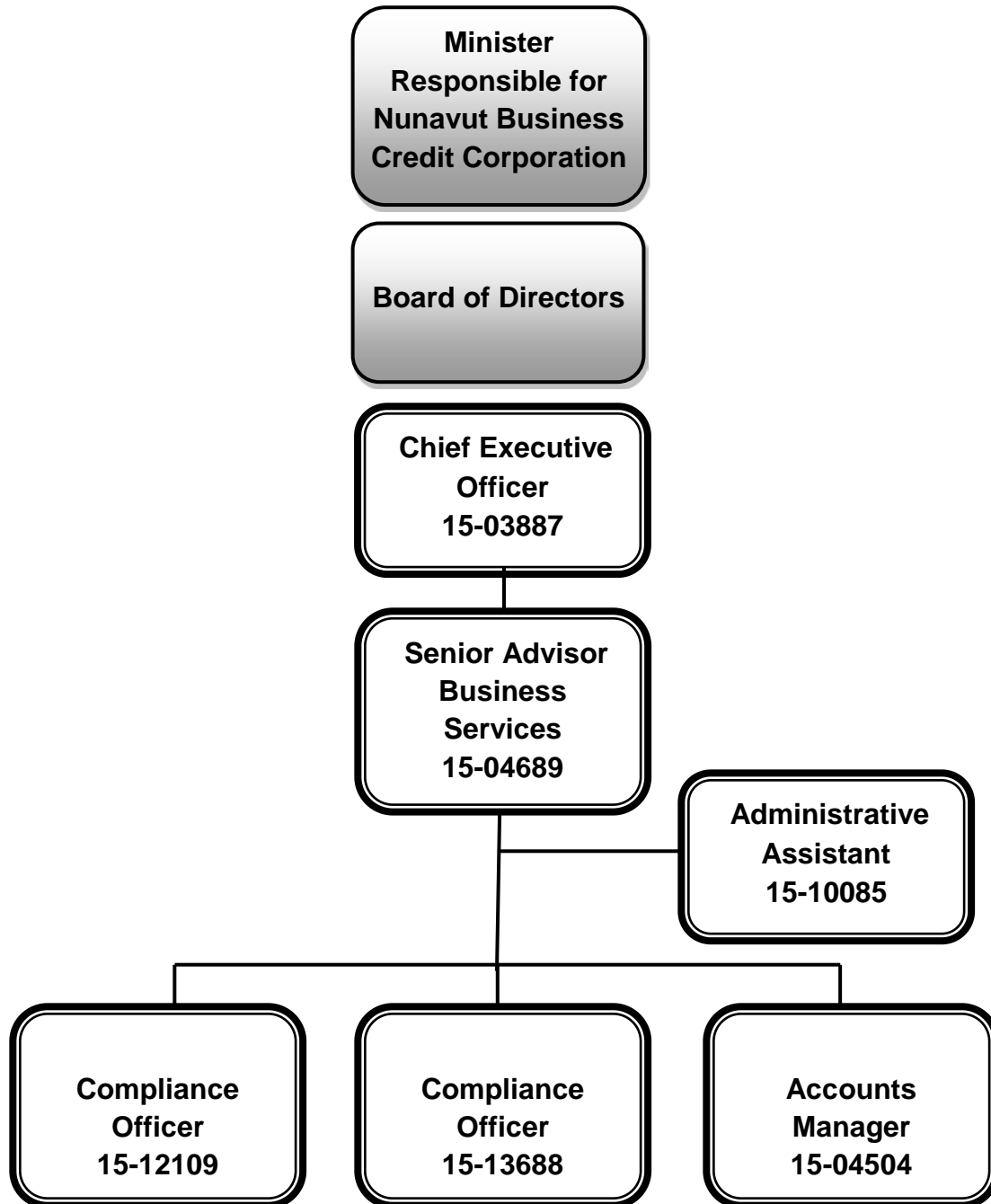
# Nunavut Business Credit Corporation

*will be the  
financial solutions provider of choice  
to Nunavut's business community.*

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# CORPORATE ACCOUNTABILITY CHART



*Note: All positions are located at NBCC's headquarters in Iqaluit.*



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## 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.

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## **MANDATE**

NBCC's mandate is to stimulate economic development and employment in Nunavut by supporting, financing, and investing in resident business enterprises. NBCC does not offer grants or forgivable credit facilities and cannot make equity investments.

As the lender of northern opportunity, NBCC provides financing alternatives to small and medium business enterprises in Nunavut for whom access to credit represents a real challenge to growing their businesses. While NBCC accepts applications from new businesses, the majority of NBCC's clients are established businesses looking to expand or better establish themselves in their markets.

Working one on one with its clients, NBCC through its due diligence process gives careful consideration to each application, ensuring the merits of proposed business ventures are evaluated. The Corporation then provides financing for those projects that offer the best opportunities for success.

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## MISSION

NBCC's mission is to stimulate economic development and employment throughout Nunavut. NBCC provides businesses with financing if they are unable to obtain loans from other financial institutions on reasonable terms and conditions. As a business development agency, NBCC recognizes that access to adequate capital is one of the many challenges faced by northern businesses in their attempts to take advantage of economic opportunities.

As an agent of the GN, NBCC contributes to the government's mandate, *Turaaqtavut*, by working collaboratively with other GN departments and public agencies to "*develop the territory's economy and infrastructure base through Pivaallirutivut*".

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## 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.

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## KEY APPROACH

NBCC's key approach to lending is ensuring an approach that works for Nunavut. NBCC aims to provide borrowing opportunities to those Nunavut residents and businesses that have been unable to secure reasonable financing and conditions with other lenders. NBCC works closely with its clients, in partnership with other lending agencies. NBCC does not consider itself in competition with other lenders, but collaborates with them to best service each client's unique needs.

Consistent with this approach, NBCC has entered into separate Memorandums of Understanding (MOUs) with Baffin Business Development Corporation, Kitikmeot Community Futures Inc., and Atuqtuarvik Corporation, an Inuit-owned investment company serving Nunavut. All three MOUs were renewed in 2018/2019.

NBCC continues to work on formalizing a relationship with Kivalliq Business Development Centre.

In addition, there is close collaboration with NBCC's sister territorial corporation, Nunavut Development Corporation, which provides equity funding to Nunavut businesses.

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## ***TURAAQTAVUT***

NBCC supports the GN's vision of *Turaaqtavut* through its approach to economic development.

At the heart of NBCC's mandate is a requirement to support the Territory's business community and thereby foster opportunities for Nunavummiut. This focus is consistent with *Turaaqtavut*, as it supports improving the well-being and self-reliance of Nunavummiut through community-based sustainable opportunities. Local economic development is most effective when it is based on a community's own natural resources and skills as well as its vision for the future. Each community has the unique potential to create more employment opportunities for Nunavummiut.

NBCC is aware of the need to improve educational and training outcomes in Nunavut so that Nunavummiut can contribute positively to society and have meaningful employment. This serves to enhance the attractiveness of Nunavut's investment environment and provides greater recognition of Nunavut's place within Canada and the broader global economy.

A strong supporter of Nunavut's tourism industry, NBCC will continue to work with those businesses involved in highlighting what Nunavut has to offer by supporting their marketing efforts across Canada and around the world.

NBCC supports economic growth through responsible development across all sectors. Nunavut's geography 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.

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# ENVIRONMENTAL SCAN

## A SOLID FOUNDATION

Some of the Corporation's Board members are in their third and fourth terms, which provides corporate history and continuity. Board members come from a diverse cross-section of industries, experience, and educational backgrounds. This further adds to the rigorous due diligence process.

A set of approved policies and procedures covering the breadth of credit, financial, governance and administrative practices forms NBCC's policy framework.

NBCC is 83% staffed, with many of these staff members being long-time GN employees. The majority of these staff members have been in their current positions for a number of years.

## A BROADER REACH

Nunavut's economy is considered a mixed economy. It is characterized by traditional land use and a wage based economy. This means NBCC must be able to target its services to two very broadly different sets of clients. Many economic sectors are underdeveloped, which is an opportunity for NBCC to assist these specific industries in their development. The entrepreneurial sector, which includes the arts and crafts sector, the tourism sector, and the film sector are all underdeveloped in Nunavut. By assisting with the development of these sectors while encouraging ongoing development in others, it will increase employment opportunities for Nunavummiut.

NBCC will continue to focus its attention in the medium to long term on expanding its lending activities into new sectors as opportunities arise, such as new technologies. Specifically, NBCC needs to look at how best it can support an increase in private sector participation in those industries critical to macroeconomic growth. Of course, NBCC cannot lose sight of the resource development industries tied to the Territory's natural capital and land-based economy.

NBCC has also established more effective communications with its existing loan clients and new loan clients. NBCC has made significant efforts to identify how it may improve services by visiting communities, attending tradeshow, and meeting clients and prospective clients in person.

NBCC has the ability to administer a lending fund of up to \$50 million. NBCC acknowledges the need to broaden its reach across all sectors and across all regions and to make a concerted effort to negotiate new loans with its existing clients while attracting new ones.

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## ECONOMIC OUTLOOK

The Nunavut economy will continue to be positive for the next five years as three gold mines are expected to be operational during this time period. The opening of the Hope Bay, Meliadine, and Back River gold mines should increase real GDP growth to average 9.1% over the next five years.

The construction of these gold mines should support growth in the economy over the next two years, but construction will likely decrease to more normal levels as these gold mines enter the operational phases.

A number of mines (TMAC Gold, Agnico Eagle Mines, and Baffinland Iron Mines) have Inuit Impact and Benefits Agreements associated with them that provide opportunities for Inuit businesses. In addition, the Government of Nunavut and Agnico Eagle Mines, in September 2017, signed a Memorandum of Understanding that identifies 10 priority areas for collaboration.

The Government of Nunavut's capital plan continues to hold steady at about \$200 million per year and that amount is not expected to change significantly. A bi-lateral agreement totaling \$754 million through the *Investing in Canada* plan, over ten years, between the Government of Canada and the Government of Nunavut for long-term infrastructure should help create economic growth.

The two airlines that service the territory, First Air and Canadian North, announced a merger that is subject to regulatory approval. If approved, there will likely be impacts in the marketplace that affect both businesses and consumers.

Although the fisheries industry is only a small proportion of Nunavut's economy, it is one of the fastest growing sectors. Commercial fishing activities currently include turbot, shrimp, and Arctic Char. Attempts are being made to add clams to the list.

The residential real estate market in Iqaluit continues to be soft. However, there is still demand for commercial and industrial properties. The construction of new hotels and rental units should alleviate the undersupply noted in last year's Economic Outlook.

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 continue to bring different business opportunities to Nunavut. Support services will be required for research activity, which may encourage entrepreneurs to start-up new businesses.

With a small, but growing 65-and-over population, there may be pressure to provide more seniors services in the territory rather than in the south. This may present business opportunities to provide seniors care facilities in the territory.

The legalization of marijuana, depending upon what direction the Government of Nunavut decides to take, may also provide business opportunities to entrepreneurs.



## INUIT EMPLOYMENT PLAN

Inuit Employment Targets	As of December 31, 2018		For March 31, 2020	
		Capacity %		Capacity %
<b>Total Department Positions</b>	<b>6</b>		<b>6</b>	
<b>Total Filled Positions</b>	5	83.3%	5	83.3%
<b>Total Vacancies</b>	1	16.7%	1	16.7%
<b>Total Beneficiaries</b>	2	40.0%	2	40%
<b>Total Executive Positions</b>	<b>1</b>		<b>1</b>	
Total Filled Executive Positions	1	100%	1	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Beneficiaries in Executive Positions	0	0%	0	0%
<b>Total Senior-Management Positions</b>	<b>1</b>		<b>1</b>	
Total Filled Senior-Management Positions	1	100%	1	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Beneficiaries in Senior-Management	0	0%	0	0%
<b>Total Professional Positions</b>	<b>3</b>		<b>3</b>	
Total Filled Professional Positions	3	100.0%	3	100%
Total Vacant Professional Positions	0	0.0%	0	0%
Total Beneficiaries in Professional Positions	2	66.7%	2	66.7%
<b>Total Administrative Positions</b>	<b>1</b>		<b>1</b>	
Total Filled Administrative Positions	0	0%	0	0%
Total Vacant Administrative Positions	1	100%	1	100%
Total Beneficiaries in Administrative Positions	0	0%	0	0%

### CAPACITY

NBCC is committed to increasing its Inuit employment to representative levels in accordance with Article 23 of the *Nunavut Agreement*. Currently, NBCC has an Inuit employment level of 40% (excluding one vacancy).

NBCC follows established government recruitment and hiring practices to ensure qualified Inuit are appropriately considered as vacancies become due. There is a vacant administrative position, but at this time, the workload does not warrant hiring for the administrative position.

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## **INUIT EMPLOYMENT**

NBCC's senior management is committed to working with Inuit employees to identify training and development opportunities and encourage career aspirations. NBCC also ensures that Inuit employees participate in annual training sessions designed to build skills specific to NBCC's mandate (i.e. business lending and related competencies such as business valuation). This practice reinforces on-the-job experience and increases the prospect of Inuit employees to advance into management or executive roles.

### **2018/2019 INUIT EMPLOYMENT PRIORITIES**

1. Staff will continue to take courses offered by Algonquin College towards obtaining a Certificate in Accounting.

Staff completed a payroll administration course and are currently enrolled in a Canadian taxation course.

2. Identify opportunities for Inuit internships and seek appropriate funding.

The Corporation was not able to obtain external funding, but will be examining the possibility of reallocating its budget.

### **2019/2020 INUIT EMPLOYMENT PRIORITIES**

1. Recruit and hire Inuit for the internship position(s) identified.

### **2020/2021 INUIT EMPLOYMENT PRIORITIES**

1. Commence internship of Inuit hired.

### **2021/2022 INUIT EMPLOYMENT PRIORITIES**

1. Ensure that training and professional development needs of intern(s) are met.

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## 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 Inuktut languages (Inuktitut and Inuinnaqtun) as well as French and English – which together are recognized as the official languages of Nunavut.

As an agent of the Government of Nunavut, NBCC endeavors to comply with the *Official Languages Act*. NBCC clearly and prominently labels publications, advertising and promotional products and other forms of material and products in Nunavut's official languages.

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## ACHIEVEMENTS

In the last several years, NBCC has:

- ✓ Increased its loan portfolio
- ✓ Increased the number of sectors funded
- ✓ Met all statutory requirements for its annual report and enhanced disclosure in it
- ✓ Implemented communication strategies to reach stakeholders through a multi-pronged approach including onsite meetings, informative newsletters, and an updated corporate website
- ✓ Visited every community in Nunavut
- ✓ Provided interactive educational presentations at various trade shows and schools, which have included youth. Although presentations are about starting a business, the focus is on financial literacy and numeracy

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## CORE BUSINESS

NBCC'S core business is to provide appropriate financing solutions to small and medium enterprises (SMEs) in Nunavut who require between \$150,000 and \$1 million in loans or guarantees. NBCC does not offer grants or forgivable loans and cannot make equity investments.

Credit applications up to \$500,000 are approved by the Board of Directors. Credit amounts exceeding this threshold must be approved by the Minister Responsible. The Corporation's maximum borrowing limit is set at \$50 million of working capital from the GN. The Financial Management Board has currently set the working capital advance limit at \$40 million.

Security is a requirement for all financing. The Corporation's policy on the amount of security is conservative and consists for the most part of a combination of a mortgage on real property, a pledge on personal property, and a personal/general guarantee from the principals of the business enterprise applying for credit.

NBCC loans are structured to allow for a comfortable cash flow through such strategies as:

- *Interest only payments for up to three years;*
- *Payments only to match cash rich periods of the business cycle;*
- *Graduated payments;*
- *Balloon payments; and*
- *Suppliers' credit.*

The types of projects that NBCC considers from small and medium sized businesses include:

- *The purchase of fixed assets;*
- *Leasehold improvements;*
- *Consolidation of debt;*
- *Bid bond security for contractors;*
- *Providing working capital for inventory acquisition; and*
- *Interim or bridge financing.*

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NBCC works in partnership with the majority of other lending organizations in the Territory to support enterprises doing business in Nunavut. NBCC's major partners are the Community Futures organizations in each region of Nunavut and Atuqtuarvik Corporation in Rankin Inlet. NBCC also works in conjunction with commercial banks when the lending limit required by clients exceeds NBCC's threshold of \$1 million dollars.

NBCC works closely with Community Futures organizations, such as Kitikmeot Community Futures Inc. (KCFI) in the Kitikmeot Region and Baffin Business Development Corporation (BBDC) in the Qikiqtaaluk Region, to service clients, which fall below NBCC's lower threshold of \$150,000. Working in tandem with NBCC, Community Futures organizations often refer their larger clients to NBCC, while some NBCC clients are referred to their regional Community Futures organization for more appropriate financing solutions. Community Futures organizations are more adept at meeting small business needs. Notably, both KCFI and BBDC increased their maximum lending threshold to \$250,000 from \$150,000 in recent years.

As NBCC cannot fulfill loan requests exceeding \$1 million, the Corporation refers such requests to commercial banks, other government agencies, such as the Business Development Bank of Canada (BDC), and private organizations, such as Atuqtuarvik Corporation. However, there is no BDC office in Nunavut to directly provide service to clientele in the Territory. During 2018/2019, the Corporation assisted BDC with on-site visits to new clients.

NBCC has a good working relationship with First Nations Bank of Canada (FNBC), which is 17.66% owned by Atuqtuarvik Corporation (AC), which in turn is a subsidiary of Nunavut Tunngavik Incorporated (NTI). NBCC and FNBC jointly provide funding to a number of clients.

AC only supports Inuit-owned firms, providing both equity financing and loans. NBCC, as a territorial corporation, must make itself accessible to all applicants doing business in Nunavut. As strategic partners, NBCC and AC communicate regularly. It is common for the two organizations to provide loans to those projects with significant financing needs.

NBCC has formalized relationships with its key partners by establishing separate MOUs with AC, BBDC, and KCFI. NBCC has been working to establish a MOU with the Kivalliq Business Development Centre.

In addition, NBCC works closely with Nunavut Development Corporation (NDC) another territorial corporation, which provides equity financing to Nunavut businesses. It is normal for NBCC, NDC, and one of the Community Futures organizations to be partners with respect to the financing of a client.

## THREE YEAR EXPENDITURE FORECAST FOR FISCAL YEARS 2019-2020 TO 2021-2022

	ACTUAL 2017-2018	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2021-2022
<b>Revenues</b>					
Interest Income on Loans Receivable	1,072,681	1,200,000	1,260,000	1,110,000	1,170,000
Interest expense on advance from GN	<b>-356,428</b>	<b>-400,000</b>	<b>-440,000</b>	<b>-462,000</b>	<b>-484,000</b>
	716,253	800,000	610,000	648,000	686,000
Add: Recovery of losses on impaired loans/accrued liabilities					
Less: Provision for Losses on Impaired Loans	<b>-231,799</b>	<b>-150,000</b>	<b>-125,000</b>	<b>-125,000</b>	<b>-125,000</b>
Net Income from Lending	484,454	650,000	485,000	523,000	561,000
Other interest income	70,800	32,000	10,000	10,000	10,000
<b>Total Income</b>	<b>555,254</b>	<b>682,000</b>	<b>495,000</b>	<b>533,000</b>	<b>571,000</b>
<b>Expenses</b>					
Amortization	30,772	23,000	15,000	13,000	11,000
Loan administration expense	1,556	1,000	2,000	2,000	2,000
Salaries and benefits	775,947	1,000,000	900,000	900,000	900,000
Advertising and promotion	86,129	60,000	60,000	60,000	60,000
Professional development	45,964	25,000	50,000	25,000	25,000
Professional fees & expenses	119,196	110,000	75,000	75,000	75,000
Travel	67,905	70,000	70,000	75,000	75,000
General & Administrative	27,815	30,000	30,000	35,000	35,000
Board meetings	49,264	50,000	68,000	68,000	68,000
Board honorarium	38,575	35,000	35,000	35,000	35,000
Facility rental	92,036	100,000	92,000	92,000	92,000
Loss on disposal of fixed assets	61,904	0	0	0	0
<b>Total Expenses</b>	<b>1,397,063</b>	<b>1,504,000</b>	<b>1,397,000</b>	<b>1,380,000</b>	<b>1,378,000</b>
<b>Earnings before other items</b>	<b>-841,809</b>	<b>-822,000</b>	<b>-902,000</b>	<b>-847,000</b>	<b>-807,000</b>
<b>Other</b>					
Administrative Contribution from GN	700,000	700,000	700,000	700,000	700,000
In-kind from GN	159,547	173,000	160,000	160,000	160,000
Third party government contracts	21,789	0	0	0	0
<b>Total Contribution</b>	<b>881,336</b>	<b>873,000</b>	<b>860,000</b>	<b>860,000</b>	<b>860,000</b>
<b>Net comprehensive income (loss)</b>	<b>39,527</b>	<b>51,000</b>	<b>-42,000</b>	<b>13,000</b>	<b>53,000</b>
		<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
<b>Loan Portfolio</b>		25,000,000	22,000,000	23,000,000	24,000,000
<b>Performing Loan Balance</b>		20,000,000	17,500,000	18,500,000	19,500,000
<b>Increases in Loan Portfolio by year</b>			1,000,000	1,000,000	1,000,000
<b>Increases in Performing Loan Balance by year</b>		1,000,000	1,000,000	1,000,000	1,000,000
<b>Average Loan Interest Rate</b>		6.0%	6.0%	6.0%	6.0%
<b>Advance from GN</b>			20,000,000	21,000,000	22,000,000
<b>Average Interest Rate on Advance from GN</b>		1.6%	2.2%	2.2%	2.2%
<b>Average Interest Rate Earned on Cash Balance of \$1,000,000</b>		1.6%	1.0%	1.0%	1.0%

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## PRIORITIES FOR 2018-2019

1. Finalize revisions to the Corporation's policies and procedures.

**Status:** The Corporation has completed revisions to its policies and procedures.

2. Determine timelines and begin implementing improvements to the Corporation's website, which include an online (fillable) application process for clients.

**Status:** An updated website was launched in October. On line (fillable) application forms will be included as part of the Corporation's implementation of its updated loan administration software.

3. Determine how to incorporate Inuktitut into the Corporation's operations and proceed to do so.

**Status:** As part of the Corporation's updated website, most of the content is in Inuktitut. The intent is to also provide content in Inuinnaqtun.

4. Initiate discussions with Baffin Business Development Corporation, Kitikmeot Community Futures Inc., and Atuqtuarvik Corporation on renewals of Memorandums of Understanding.

**Status:** All three partner organizations have signed renewed Memorandums of Understanding.

5. Hire a facilitator to help prepare an updated strategic plan for 2019 – 2022.

**Status:** A facilitator was selected through an Invitational RFP. A Board workshop was held in October.

6. Review the *Nunavut Business Credit Corporation Act* for potential updates.

**Status:** The review has been completed.



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## **PRIORITIES FOR 2019-2020**

1. Finalize improvements to the Corporation's website and thereafter maintain it on an ongoing basis.
2. Commence implementation of the Corporation's updated strategic plan.
3. Propose potential updates to the *Nunavut Business Credit Corporation Act*.
4. Begin the development of an updated communications plan.

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## **PRIORITIES FOR 2020-2021**

1. Commence implementation of the updated communications plan.
2. Find opportunities to engage youth through presentations on literacy and numeracy.
3. Provide educational workshops on financial literacy, lending, and business management as opportunities arise.

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## **PRIORITIES FOR 2021-2022**

1. Commence review of the 2019/2020 – 2021/2022 strategic plan with an eye towards making any necessary revisions.

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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.

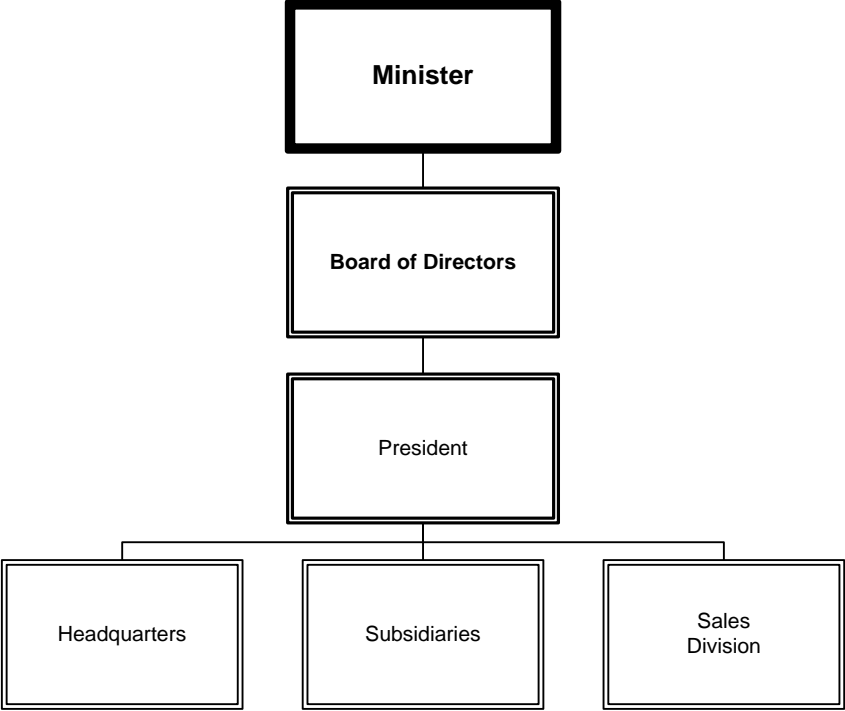
The legislated objectives of the Corporation, as stipulated in Section 3 of the Act, are as follows:

- “(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, 2018		As of March 31, 2020	
	Capacity %		Capacity %	
<b>Total Department Positions</b>	<b>5</b>		<b>5</b>	
<b>Total Filled Positions</b>	5	100%	5	100%
<b>Total Vacancies</b>	0	0%	0	0%
<b>Total Inuit</b>	3	60%	3	60%
<b>Total Executive Positions</b>	<b>1</b>		<b>1</b>	
Total Filled Executive Positions	1	100%	1	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	0	0%	0	0%
<b>Total Middle-Management Positions</b>	<b>3</b>		<b>3</b>	
Total Filled Middle-Management Positions	3	100%	3	100%
Total Vacant Middle-Management Positions	0	0%	0	0%
Total Inuit in Middle-Management Positions	3	100%	3	100%
<b>Total Professional Positions</b>	<b>1</b>		<b>1</b>	
Total Filled Professional Positions	1	100%	1	100%
Total Vacant Professional Positions	0	0%	0	0%
Total Inuit in Professional Positions	0	0%	0	0%

### **Executive - President & CEO**

Darrin Nichol  
darrin@ndcorp.nu.ca

### **Middle Management - Manager of Finance & Administration**

Bernadette Tutanuak (Nunavut Inuk)  
[bernie@ndcorp.nu.ca](mailto:bernie@ndcorp.nu.ca)

### **Middle Management - Business Advisor – Processing & Harvesting**

Kyle Tattuinee (Nunavut Inuk)  
kyle@ndcorp.nu.ca

### **Middle Management - Business Advisor - Cultural Industries**

Goretti Kakuktinniq (Nunavut Inuk)  
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### **Professional - CFO**

Balaji Ramamani , CF, CMA  
balaji@ndcorp.nu.ca

## **Capacity**

Of NDC's five headquarter positions, three are permanently filled by Nunavut Inuit. The Manager of Finance and Administration and both Business Advisor positions are targeted to be filled by Inuit.

NDC supports long-term training and development for Inuit staff through participation in individualized training opportunities such as government wide employee development programs such as the *Hivuliqtikhanut* Program and occupational-specific professional development, including enrollment in professional associations and participation in targeted conferences and seminars.

### **Inuit Employment Plan**

- NDC consistently targets a minimum of 60% for staffing of its five permanent headquarter positions.
- A strong Inuit workforce is good business and NDC will endeavor to continue to increase its Inuit employment. Filling positions with qualified Inuit staff is essential.

### **Update on March 31, 2018 Target Positions**

- NDC achieved its Inuit staffing objectives with the three positions targeted, 60% of all head quarter positions, filled permanently by Nunavut Inuit.

### **New Target Positions for March 31, 2019**

- NDC will plan for and achieve its 60 % headquarter staffing targets for Inuit staff.
- NDC will work with its board of directors and meet with the Minister responsible for the Corporation to discuss approaches that would lead to elevated levels of Inuit employment through structured succession planning and mentoring of Inuit staff into the remaining key senior management positions of President and CEO and the Chief Financial Officer.

## **Turaaqtavut**

Innusivut represents Nunavummiut working together to create jobs in our communities, and to grow our Nunavut and Inuit businesses. Using a mix of equity financing tools we work to advance meaningful development of our economy by investing in local business and helping them grow. NDC emphasizes investments and projects that will benefit our smaller communities.

Through Pivaallirutivut, we are actively invested in companies that support Nunavut's commercial arctic char and turbot fisheries. We invest in companies operating in Nunavut's tourism and cultural industries sector. NDC's investments in businesses operating in Nunavut's traditional food processing sector support many hunters and fishers while also producing country food for our households and territorial institutions. Investing in businesses that bring new services and technologies to the territory help bring a measure of economic diversification to the Nunavut economy and foster additional investment and employment opportunities.

We work in partnership with other territorial investment agencies and strive to deliver our economic programming in accordance with the legislation, regulation and policy framework that govern our corporation.

## **Operations**

The Corporation is currently invested in eight Nunavut subsidiary companies spread throughout the Kitikmeot, Kivalliq and Qikiqtani Regions operating primarily in Nunavut's cultural industries, fisheries, harvesting and tourism sectors. The Corporation also operates a southern Inuit art marketing division. NDC manages a Venture Equity fund that prioritizes equity investments in qualifying Inuit and Nunavut businesses operating in the priority economic sectors with an emphasis on placing investments that support Nunavut's smaller communities.

## **Critical Issues and Challenges**

- *High Energy Costs*  
The cost of business overhead expenses in Nunavut is extreme. NDC subsidiary companies continue to incur high-energy costs making production expensive at its Nunavut plants. Power and fuel costs are very high and work to drive up production cost overheads at the processing plants. These costs are then passed on to the consumer making products more costly. NDC prioritizes capital investments at its facilities to support enhanced energy consumption and efficiencies in an effort to help keep energy costs in check.
- *Aging Infrastructure*  
NDC's subsidiary companies are operating in facilities in excess of twenty years old. In order to remain safe, compliant and in a state of good repair, the structures require increasing and ongoing investment to address a variety of issues ranging from basic wear and tear to more complex and costly structural upgrades and geotechnical assessments.
- *Sustainability of Nunavut's Caribou Herds*  
Each winter Kivalliq Arctic Foods in Rankin Inlet operates a commercial caribou harvest; annually the company anticipates purchasing up to 500 animals harvested by hunters from Arviat, Whale Cove, Rankin Inlet and Chesterfield Inlet. The winter harvest creates work for both plant workers and harvesters at a time of year when employment opportunities are limited. The caribou are processed and sold throughout Nunavut to households, agencies and commercial establishments. Commercial caribou harvesting in the Kivalliq is unregulated; it takes place throughout the year at a variety of different levels. The unregulated harvesting of Kivalliq caribou has come under significant scrutiny; there is significant concern about the long term sustainability of the herds if current harvesting practices are not better controlled. Any regulatory framework that could limit or restrict KAF's

ability to acquire caribou for processing in the winter months would have an adverse financial impact on the organization.

- *Reduced Transarctic Airline Capacity*  
Service reductions to Nunavut's transarctic airline network is of significant concern. NDC draws in fish and other Nunavut produced goods from communities across Nunavut located in each of Nunavut's three regions. An efficient east/west transarctic cargo network offering both necessary cargo capacity and competitive freight rates is essential to the ongoing growth of Nunavut's inter-settlement trade economy. Reductions in transarctic air services have hindered economic growth in this essential area of the Nunavut economy.
- *Territorial Investment Programming*  
More structured coordination between the Nunavut's investment agencies and departments is necessary to help ensure limited public investment dollars are strategically placed and tracked in a way that most effectively achieves key objectives such as job creation, balanced economic growth and support for business.
- *High Shipping Costs*  
The high cost of moving goods whether north bound or south bound continues to be a critical issue and barrier to economic growth. The cost of shipping can often exceed the cost of the actual commodity itself.

## **Objectives & Strategic Approaches**

- 1. Subsidiary Companies** - NDC holds varying equity interests in the subsidiary companies ranging from 51% to 100% of the common voting shares. NDC makes capital investments and provides operating subsidies to subsidiary companies in accordance with its; Corporate Plan, Main Estimates and Investment Policies and Guidelines under Section 16 of the *Nunavut Development Corporation Act* – Capital Fund, Subsidy Fund and Capital Reserve Fund. The subsidiary companies generate a variety of employment and income earning opportunities for Nunavummiut in sectors such as cultural industries, fishing, harvesting and food processing. NDC prioritizes the sale of finished goods such as country food produced at its subsidiaries back into Nunavut and other northern markets. The proximity to these markets can help reduce shipping costs and increase interest among consumers in Nunavut.
- 2. Sales Division** – NDC’s Sales Division offers a marketing service to Nunavut artists and businesses operating in Nunavut’s cultural industries sector. This segment continues to evolve with numerous sector forces driving ongoing change. NDC’s Toronto based Sales Division operates on the frontline of this sector and represents an essential marketing conduit for a diverse array of Nunavut artists and producers. Whether in Canada, the US or Europe, their clients rely on the Sales Division to effectively meet their Nunavut product requirements with a current and fresh selection of quality art and crafts goods produced by Nunavut artists. On the supply side, the Sales Division maintains important partnerships with NDC subsidiary companies, Nunavut based business enterprises and individual artists to meet its ongoing supply requirements. The Division also maintains important partnerships with organizations such as the Winnipeg Art Gallery and Craft Ontario.
- 3. New Investments** - NDC continues to seek out new investments and projects that help support the growth of business in Nunavut. We will also look to invest in those business enterprises that create employment and income earning opportunities for Nunavummiut and emphasize investments that support the economies of our smaller communities. NDC continues to prioritize investments in projects and business enterprises in the key Nunavut economic sectors of cultural industries, fisheries harvesting, tourism and investments related to Nunavut’s rapidly expanding mining sector.

Capital Fund, Subsidy Fund, Capital Reserve Fund - Section 16 of the *Nunavut Development Corporation Act* establishes the Capital Fund, Subsidy Fund and the Capital Reserve Fund. This Section along with NDC’s Corporate Plan, Main Estimates and Investment Policies and Guidelines govern and allow for the incorporation, establishment and management of new subsidiary companies and projects primarily in Nunavut’s smaller communities.

Venture Investment Fund, Venture Reserve Fund - Section 17 of the *Nunavut Development Corporation Act* establishes the Venture Investment Fund and Venture Reserve Fund. This Section along with NDC Corporate Plan, Main Estimates and

Investment Policies and Guidelines govern and allow for new equity investments in Nunavut or Inuit owned business enterprises where the Corporation does not hold a controlling equity interest.

Along with helping to create employment and income earning opportunities, an NDC equity investment can also help grow and expand a Nunavut business enterprise providing for a measure of economic diversification. An NDC equity investment also helps a business enterprise lever additional business financing such as loans, grants and other types of government contributions. NDC works closely with the Department of Economic Development and Transportation and the Nunavut Business Credit Corporation in an effort to help build efficiencies and bring value to Nunavut clients.

**4. Headquarters** - NDC's Headquarter offices located in Rankin Inlet consist of five essential staff members. These five staff members provide a variety of business supports and corporate services throughout the organization including ongoing operational support, strategic planning, budgeting, production planning, financial monitoring, human resource support, board support, corporate filings, project management and legal support to the subsidiary companies and sales division. For new investment proposals, HQ undertakes reviews of investment and project proposals, liaises with other Nunavut funding agencies, prepares requests for decisions, drafts shareholders agreements and subscription agreements as well as provides ongoing investment follow-up. Corporately, HQ staff prepares the corporate plan, main estimates, the consolidated financial statements, and the annual report.

**5. Transparency & Accountability** – NDC places a high value on financial reporting. NDC takes seriously the trust imposed upon the organization through the Nunavut Government's appropriation of public funds to support the Corporation's objectives. The Board of Directors of the Corporation operate in accordance with Section 4 of the Act. The Corporation has an Executive Committee that operates in accordance with Section 20 of the Act. The full NDC board meets three times a year while the Executive Committee meets more frequently. Section 99 of the FAA establishes the Auditor General as the auditor for the Corporation while Section 100 of the FAA requires the Corporation to submit an annual report to the Minister of Economic Development and Transportation for tabling in the Legislative Assembly. NDC remains committed to effective and efficient financial reporting and the transparent and accountable use of public funds.

## **NDC's Subsidiary Companies**

Subsection 16(2) of the Act enables the Corporation to make capital investments in subsidiary companies controlled by the Corporation. Subsection 16(4) of the Act enables the Corporation to pay annual operating subsidies to its subsidiary companies up to the prescribed maximums or as approved by the Government of Nunavut Financial Management Board.

Presently the Corporation has eight subsidiary companies located in seven Nunavut communities:

### **Ivalu – Rankin Inlet**

Ivalu carries an extensive inventory of Nunavut produced arts and crafts for both its retail and wholesale operations. Along with produced goods from partner companies such as Uqqurmiut Arts and Crafts, the Jessie Oonark Center, Kiluk and Taluq Designs, Ivalu carries a wide selection of books, music, collectables, sculpture, clothing and jewelry from independent producers all across Nunavut. The company will continue to seek out new Nunavut producers to promote both their work and to enhance and expand Ivalu's product offering. Ivalu will also continue working to develop its Northern wholesaling arm from its Rankin Inlet location, offering northern business enterprises a unique opportunity to purchase a wide variety of art and craft items from all corners of Nunavut at wholesale pricing for eventual retail in their businesses and communities. Ivalu will also continue to run its Ivalu online retail store.

### **Jessie Oonark – Baker Lake**

Jessie Oonark (JOL) will continue to incorporate a micro-leasing approach to assist in offsetting the company's high operating costs while providing commercial space for small local businesses or agencies to operate. Working closely with Ivalu and other partner companies JOL will continue to build upon its retail gift shop for residents and tourists alike who visit Baker Lake throughout the year. As well, this company also regularly provides industrial garment repair services to Agnico Eagle Mines along with providing tailoring, embroidery and clothing repair services to local residents. JOL provides important goods and services to its partner companies and business enterprises across Nunavut, from local art and jewelry to screening printing and embroidery services.

### **Kiluk – Arviat**

Kiluk seamstresses will design and produce the company's well-known sealskin product line incorporating its digital embroidery capacity. They will also incorporate other mediums such as beaver, raccoon and arctic fox into their production planning to help keep their product line fresh. Kiluk will continue its production partnership with the Maplelea Doll Company producing accessories for the popular Sila Doll. All of Kiluk's products are produced on site in Arviat by local seamstresses; nothing is outsourced. Kiluk is a popular stop for visitors and locals alike and their sewn goods are recognized across the north. Kiluk will continue to carry Nunavut produced goods

from Uqqurmiut Arts and Crafts, Taluq Designs and the Jessie Oonark Center along with locally produced arts and crafts. The company also offers tailoring and repair services to residents of Arviat.

#### Kitikmeot Foods – Cambridge Bay

Kitikmeot Foods Ltd (KFL) will continue to work with local fishermen and the Ekaluktutiak HTO to harvest char from commercial water bodies in and around the community of Cambridge Bay. KFL will also continue to work in conjunction with the Ekaluktutiak HTO on the annual winter muskox harvest. The company maintains many important sales and distribution partnerships: locally within Nunavut and also with adjacent jurisdictions such as the NWT and points beyond. KFL also maintains a unique sales partnership with San Francisco based “Cleanfish” who distributes “Truly Wild” arctic char to key US markets. KFL maintains a strong local sales base in Cambridge Bay. The company is Nutrition North Canada registered. KFL will continue supporting regional social agencies and community organizations to assist in addressing food security by donating country food to these groups and will collaborate with the Department of Fisheries and Oceans in supporting fisheries research in lakes and rivers in the Cambridge Bay area.

#### Kivalliq Arctic Foods – Rankin Inlet

Kivalliq Arctic Foods (KAF) will continue to work with fishermen, communities and HTOs to purchase char harvested from Nunavut commercial water bodies. KAF will, in conjunction with its partner the Issatik HTO, manage the operations of the Papiruaq Fisheries fish plant in Whale Cove, supporting both a summer char harvest and a fall beluga harvest. KAF will also work in conjunction with the Aqigiq HTO and the Hamlet of Chesterfield Inlet to manage the operations of the Iqalupik Fish Plant to support the summer char harvest there. KAF purchases caribou and muskox from hunters throughout the Kivalliq during the winter months for processing at the plant and sale back to Nunavummiut. The company is Nutrition North Canada registered. KAF has built strong relationships with individual Nunavut customers and commercial clients. KAF will also work to support regional social agencies and community organizations to assist in addressing food insecurity by donating country food to these groups.

#### Papiruaq Fisheries – Whale Cove

The Papiruaq Fisheries fish plant will continue to operate seasonally supporting local harvesting initiatives. With the support of the Issatik HTO, Papiruaq Fisheries will also purchase maktaaq from local hunters. The plant utilizes local labour and is operated in partnership with Kivalliq Arctic Foods and the Issatik HTO.

#### Taluq Designs – Taloyoak

Taluq Designs will continue to produce its well-known slipper and mitt products. The company will also continue to support the local economy by having seamstresses produce from home its line of Inuit themed packing dolls including the well-known packing bear. Taluq is a popular stop for locals and visitors alike; they will continue to stock their gift shop with Nunavut produced goods from Uqqurmiut Arts and



Crafts, the Jessie Oonark Center and Kiluk along with carrying a selection of locally produced arts and crafts for resale. The company also occasionally visits Kugarruk to purchase art and craft items from the community.

#### Uqqurmiut Arts & Crafts – Pangnirtung

Pangnirtung has some of the most prolific jewelry producers in Nunavut. Uqqurmiut Arts and Crafts (UAC) will continue to advance this local skill set through increased purchases from local jewelry producers for resale across Nunavut and beyond. The company operates the internationally renowned Pangnirtung Tapestry Studio that produces iconic product lines such as Pang hats, scarves, blankets and mitts. The studio also seeks out opportunities for custom tapestry production for corporate clients and public organizations. The well-known craft shop, popular with visitors and local residents, offers sculpture, woven goods, Inuit prints along with other Nunavut produced goods from Kiluk, the Jessie Oonark Center and Taluq Designs. UAC's partnership with Canada Post, to operate the local postal outlet, and the company's long-standing service partnership with Qiniq are important local services offered through UAC that both benefit the community and generate additional revenues for the Centre. The additional revenues help offset the high operating costs associated with running the facility. Following up on the successful release of last year's print collection, UAC is again planning to produce and release a collection this coming year as well.

## Measures of Success

### Efficiency, Economy and Effectiveness

<b>Financial Reporting</b>	<b>* 2019-20</b>	<b>* 2018-19</b>	<b>2017-18</b>	<b>2016-17</b>
Date of board approval - audited financial statements	July 31	July 31	July 24	August 4
Compliant - Sec100 FAA Submission of Annual Report	N/A	N/A	Yes	Yes
Audit Qualifications	N/A	N/A	None	None

\* identifies forecasted estimate

<b>Employment created or maintained</b>	<b>*2019-20 Forecast</b>	<b>*2018-19 Forecast</b>	<b>2017-18 Actual</b>	<b>2016-17 Actual</b>
Ivalu	7.00	7.00	7.28	7.04
Jessie Oonark	5.00	5.00	5.07	5.06
Kiluk	5.00	5.00	4.63	4.66
Kitikmeot Foods	10.00	10.00	9.40	10.41
Kivalliq Arctic Foods	15.00	15.00	13.69	14.13
Taluq Designs	2.00	2.00	2.80	2.53
Uqqurmiut Arts & Crafts	15.00	15.00	15.33	14.17
Venture Investments	55.00	55.00	48.23	41.91
Projects	7.00	7.00	7.04	4.34
NDC	20.00	20.00	26.84	21.50
<b>Total</b>	<b>141.00</b>	<b>141.00</b>	<b>140.31</b>	<b>125.75</b>

\* identifies forecasted estimate

<b>Diversifying Investments</b>	<b>*2019-20 (\$000)</b>	<b>*2018-19 (\$000)</b>	<b>2017-18 (\$000)</b>	<b>2016-17 (\$000)</b>
New Venture Investments	\$500	\$500	\$312	\$125

\* identifies forecasted estimate

<b>Government Funding</b>	<b>*2019-20 (\$000)</b>	<b>*2018-19 (\$000)</b>	<b>2017-18 (\$000)</b>	<b>2016-17 (\$000)</b>
Government of Nunavut	3,358	3,358	3,358	3,358

\* identifies forecasted estimate

<b>Financial Performance</b>	<b>*2019-20 (\$000)</b>	<b>*2018-19 (\$000)</b>	<b>2017-18 (\$000)</b>	<b>2016-17 (\$000)</b>
Net sales	3,177	3,132	3,479	3,116
Profit (loss)	756	800	1,175	680

\* 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.

<b>Subsidiary Company</b>	<b>Subsidiary Forecasted Employment 2019-20</b>	<b>Prescribed Maximum at \$37,997 / job</b>	<b>Operating Subsidy Budgets 2019-20</b>	<b>Within Prescribed Maximum</b>
Ivalu	7.00	265,979	-	Yes
Jessie Oonark	5.00	189,985	165,000	Yes
Kiluk	5.00	189,985	140,000	Yes
Kitikmeot Foods	10.00	379,970	330,000	Yes
Kivalliq Arctic Foods	15.00	569,955	260,000	Yes
Taluq Designs	2.00	75,994	70,000	Yes
Uqqurmiut Arts & Crafts	15.00	569,955	238,000	Yes

### **Capital Fund**

The Capital Fund allows the Corporation to pay a capital subsidy to a subsidiary for each job directly or indirectly created or maintained up to a prescribed maximum or for a greater amount with the approval of the Financial Management Board.

<b>Subsidiary Company</b>	<b>Subsidiary Forecasted Employment 2019-20</b>	<b>Prescribed Maximum at \$37,997 / job</b>	<b>Capital Subsidy Budgets 2019-20</b>	<b>Within Prescribed Maximum</b>
Ivalu	7.00	265,979	22,000	Yes
Jessie Oonark	5.00	189,985	35,000	Yes
Kiluk	5.00	189,985	15,000	Yes
Kitikmeot Foods	10.00	379,970	41,000	Yes
Kivalliq Arctic Foods	15.00	569,955	60,000	Yes
Taluq Designs	2.00	75,994	20,000	Yes
Uqqurmiut Arts & Crafts	15.00	569,955	35,000	Yes

**Capital Reserve Fund**

Ten percent of the sum paid from the Capital Fund is to be directed to the Capital Reserve fund. The Capital Reserve fund can be used to make additional investments or can be used as short term financing to provide a subsidiary with sufficient sums to carry on its business, up to a prescribed maximum or in an amount greater with the approval of the Financial Management Board.

**Venture Investment Fund**

Allows the Corporation to purchase shares or otherwise invest in a business enterprise up to a prescribed maximum or in an amount greater with the approval of the Financial Management Board.

**Venture Reserve Fund**

Ten percent of the sum paid from the Venture Investment Fund is to be directed to the Venture Reserve Fund. The Venture Reserve Fund can be used to make additional investments in a business enterprise in which it has invested in return for shares or a larger proportion of ownership in the business enterprise or as short-term or long-term financing in an amount up the prescribed maximum or in an amount greater with the approval of the Financial Management Board.

**General Operating Fund**

This fund allows the Corporation to fund its Headquarter and Sales Division operating activities. The Corporation identifies its General Operating Fund requirements annually in the corporate plan.

## Source and Use of Funding

### Three-Year Forecast (\$000)

	<b>Budget 2021/22</b>	<b>Budget 2020/21</b>	<b>Budget 2019/20</b>	<b>Total</b>
Opening Balance	0	0	0	0
<b>Sources of Cash</b>				
GN Contribution	3,358	3,358	3,358	10,074
<b>Uses of Cash</b>				
Ivalu	-	-	-	-
Jessie Oonark	165	165	165	495
Kiluk	140	140	140	420
Kitikmeot Foods	330	330	330	990
Kivalliq Arctic Foods	260	260	260	780
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	<b>3,358</b>	<b>3,358</b>	<b>3,358</b>	<b>10,074</b>
Closing Balance	0	0	0	0

## Main Estimates

### Operating Budget

	Operating Budget 2021/22	Operating Budget 2020/21	Operating Budget 2019/20	Revised Operating Budget 2018/19	Operating Budget 2018/19	Actual Expenditures 2017/18
Compensation & Ben.	971,000	966,000	961,000	916,000	976,000	863,000
Grant & Contributions	1,403,000	1,403,000	1,403,000	1,403,000	1,403,000	1,323,000
Travel & Transport	290,000	290,000	290,000	290,000	265,000	235,000
Materials & Supplies	18,000	18,000	18,000	18,000	18,000	22,000
Purchased Services	90,000	95,000	100,000	145,000	100,000	53,000
Utilities	20,000	20,000	20,000	21,000	28,000	20,000
Contract Services	90,000	90,000	90,000	90,000	90,000	64,000
Fees & Payments	11,000	11,000	11,000	11,000	12,000	6,000
Other Exp./Income)	(35,000)	(35,000)	(35,000)	(36,000)	(34,000)	(82,000)
<b>Total O&amp;M</b>	<b>2,858,000</b>	<b>2,858,000</b>	<b>2,858,000</b>	<b>2,858,000</b>	<b>2,858,000</b>	<b>2,504,000</b>
Capital Expenditures	230,000	230,000	230,000	230,000	230,000	168,000
Venture Equity	270,000	270,000	270,000	270,000	270,000	270,000
<b>Total Expenditures</b>	<b>3,358,000</b>	<b>3,358,000</b>	<b>3,358,000</b>	<b>3,358,000</b>	<b>3,358,000</b>	<b>2,942,000</b>

## **Priority Items**

### **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 and will prioritize Inuit and Nunavut businesses operating in our arts, harvesting and tourism sectors. Investment from the Fund must be of an equity orientated non-controlling nature. NDC targets new investments of \$500,000 annually. NDC will also emphasize investments that support employment and income earning opportunities, the growth of business and the diversification of our Territorial economy with an emphasis on making investments in Nunavut’s smaller communities. Investments from the Fund are redeemable and carry an annual dividend rate, the terms of which are outlined in a Unanimous Shareholders Agreement. NDC will communicate regularly with organizations such as Atuqtuarvik, ED&T, NBCC and CanNor in advancing this priority.

#### **Status:**

- *NDC is reviewing a preferred share redemption extension from current investee; the request will be tabled with the NDC Board of Directors. The Corporation is also in discussions on a preferred share redemption plan with another current investee; the redemption plan will be tabled with the NDC Board of Directors as well. NDC also remains engaged on a pending Kitikmeot investment as the project detail continues to draw together.*
  - *NDC is in active contact will all venture investees monitoring and tracking the respective venture investment files.*
  - *NDC had numerous meetings with both existing investees and potentially new investment clients while participating in the Nunavut Tradeshow (Iqaluit) and Kivalliq Tradeshow (Rankin Inlet).*
2. Capital Fund & Subsidy Fund - Working within the Corporation’s Investment Guidelines, Regulations and the NDC Act, NDC will seek out and assess opportunities for investment in new projects and subsidiary companies with an emphasis on investments that benefit Nunavut’s smaller communities. Investment from the Capital Fund supports the acquisition of share capital in the subsidiary company while investment from the Subsidy Fund supports ongoing operating contributions paid to the subsidiary or project. Annually, NDC targets \$1.4 million in payments from the Capital and Subsidy Fund. The Board of Directors must approve any investment from the Capital Fund and Subsidy Fund. The Minister must approve any investment that leads to the establishment of a subsidiary company. New investments from the Capital and Subsidy Funds will prioritize investments in Nunavut’s arts, harvesting and tourism sectors that generate employment and income earning opportunities for local residents, stimulate the growth of business and the diversification of our Territorial economy. Partnerships with Hamlets, community

development corporations, local business enterprises and other funding agencies are critical in the advancement of this priority.

**Status:**

- *NDC has advanced in excess of \$600,000 in funding to approved subsidiaries and project partners. NDC provides ongoing monitoring of its subsidiaries and projects partners, including onsite evaluations and regular financial assessments.*
- *All subsidiary company boards met to review and approve their annual financial statements.*
- *NDC is leading discussions between the Royal Bank and Uqqurmiut Arts and Crafts on the opening of an agency bank in Pangnirtung.*

3. Cultural Industries

NDC will seek out opportunities for new projects and investments in our cultural industries sector that will lead to enhanced employment and income earning opportunities for Nunavut artists and support for Nunavut businesses enterprises operating in our cultural industry sectors. NDC will invest in its partner subsidiaries Uqqurmiut Arts and Crafts (Pangnirtung), Taluq (Taloyoak), Kiluk (Arviat) and Jessie Oonark (Baker Lake) to support local producers in the community and regions where the companies are located. Ivalu, the Sales Division along with other NDC subsidiary companies will collectively invest \$1.5 million in Nunavut arts and crafts and market such across the territory, Canada and internationally.

**Status:**

- *NDC and its partners have purchased in excess of \$800,000 in arts and crafts year to date. NDC worked with its buying partners to visit Igloolik, Kimmirut and Cape Dorset to purchase art from local artists in these communities.*
- *Uqqurmiut Arts and Crafts successfully released a 2018 Pangnirtung Print Collection starting in Pangnirtung, followed up by an Iqaluit release in June and a Toronto release in August. NDC, working with Isuma now carries a full line of their DVD's and Publications at its partner companies.*
- *NDC met on site with officials at both Dorset Fine Arts and Canadian Arctic Producers over the summer. NDC officials also attended and participated in the Nunavut Arts and Craft Festival held in Iqaluit in July.*
- *Corporate sales of Inuit art are strong driven primarily through Ivalu Ltd (Rankin Inlet) and Jessie Oonark Ltd (Baker Lake) both directly by setting up at the mine sites and retailing to employees and also indirectly by way of corporate sales directly to the corporate clients such as Agnico Eagle.*

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.

**Status:**

- *In partnership with the Issatik HTO and Kivalliq Arctic Foods, Papiruaq Fisheries in Whale Cove opened for the season in early July and ran through to the end of August for both a commercial char and community maktaaq harvest.*
- *In partnership with the Hamlet of Chesterfield Inlet and Kivalliq Arctic Foods, the Iqalupik Fish Plant in Chesterfield Inlet opened for the season in early July and ran through to the end of August for both a commercial char and community maktaaq harvest.*
- *Kitikmeot Foods working in conjunction with local fishers and other stakeholders successfully completed commercial char fisheries at Byron Bay, 30 Mile River, Ekalluk River, Jayco Lake and Surry River landing 90,000 lbs of char.*
- *Canadian Food and Inspection Agency Officials visited Kivalliq Arctic Foods in the spring and renewed their federal export license.*
- *Kitikmeot Foods continues to realize strong export sales of fresh char to the US via its partnership with Clean Fish Inc.*
- *Kivalliq Arctic Foods initiating product development testing on additional options for muskox meat processing.*

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&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 worked closely with Destination Nunavut and Economic Development and Transportation in the opening of the Kivalliq Regional Visitors Center.*
- *Ivalu Ltd opened a second retail location at the Kivalliq Regional Visitors Center.*

- *NDC working with its investee Tukumaaq Inc of Clyde River and owner of the Naujaaraaluit Hotel on a potential share redemption extension subject to the approval of the NDC Board.*

## **Priority Items 2019-20**

### **1. Venture Investment Fund**

- Working within the Corporation's Investment Guidelines, Regulations and the NDC Act, the Corporation will seek out and receive investment proposals to the Venture Investment Fund. The Board of Directors must approve any new investment from the Fund.
- Investment from the Fund must be of an equity orientated non-controlling nature. NDC targets new investments of \$500,000 annually. NDC prioritizes Inuit and Nunavut businesses operating in our arts, harvesting and tourism sectors.
- NDC will emphasize investments that support employment and income earning opportunities, the growth of business and the diversification of our Territorial economy with an emphasis on making investments in Nunavut's smaller communities.
- Investments from the Fund are redeemable and carry an annual dividend rate, the terms of which are outlined in a Unanimous Shareholders Agreement. NDC will communicate regularly with organizations such as Atuqtuarvik, ED&T, NBCC and CanNor in advancing this priority.

### **2. Capital Fund & Subsidy Fund**

- Working within the Corporation's Investment Guidelines, Regulations and the NDC Act, NDC will seek out and assess opportunities for investment in new projects and subsidiary companies with an emphasis on investments that benefit Nunavut's smaller communities.
- Investment from the Capital Fund supports the acquisition of share capital in the subsidiary company while investment from the Subsidy Fund supports ongoing operating contributions paid to the subsidiary or project.
- Annually NDC targets \$1.4 million in payments from the Capital and Subsidy Fund. The Board of Directors must approve any investment from the Capital Fund and Subsidy Fund. The Minister must approve any investment that leads to the establishment of a subsidiary company.
- New investments from the Capital and Subsidy Funds will prioritize investments in Nunavut's arts, harvesting and tourism sectors that generate employment and income earning opportunities for local residents, stimulate the growth of business and the diversification of our Territorial economy.

- Partnerships with Hamlets, community development corporations, local business enterprises and other funding agencies are critical in the advancement of this priority.

### 3. Cultural Industries

- NDC will seek out opportunities for new projects and investments in our cultural industries sector that will lead to enhanced employment and income earning opportunities for Nunavut artists and support for Nunavut businesses enterprises operating in our cultural industry sectors.
- NDC will invest in its partner subsidiaries Uqqurmiut Arts and Crafts (Pangnirtung), Taluq (Taloyoak), Kiluk (Arviat) and Jessie Oonark (Baker Lake) to support local producers in the community and regions where the companies are located.
- Ivalu, the Sales Division along with other NDC subsidiary companies will collectively invest \$1.5 million in inventory and promote such locally, across the north and internationally.

### 4. Harvesting / Fisheries

- NDC will seek out opportunities for new projects and investments in our commercial fishery and harvesting sectors that will lead to enhanced employment and income earning opportunities for Nunavut hunters, fishermen and processing plant workers as well as support for Nunavut business enterprises operating in these sectors.
- NDC will communicate with Nunavut based offshore fishing enterprises and use the Venture Investment Fund to support sector investment for initiatives such as new vessel acquisition.
- NDC will invest in Kitikmeot Foods (Cambridge Bay) and Kivalliq Arctic Foods (Rankin Inlet) to support territorial harvesting and processing initiatives for commercial char, turbot, muskox, maktaaq and caribou with finished product destined for Nunavut households along with other territorial commercial and institutional clients.
- Papiuruq Fisheries (Whale Cove) and Ikalupik Fisheries (Chesterfield Inlet) will work in close coordination with Kivalliq Arctic Foods on summer fishery initiatives. Kitikmeot Foods and Kivalliq Arctic Foods will also pursue winter fishery initiatives with fishermen from other Nunavut communities such as Qikiqtarjuaq.
- Both Kitikmeot Foods and Kivalliq Arctic Foods will be licensed federal processors of arctic char and territorial processors of caribou, muskox and

maktaaq. Both will utilize the services of food safety specialists and actively manage their respective food safety framework.

#### 5. Tourism

- NDC will seek out opportunities for new projects and investments in our Tourism Sector that will lead to enhanced employment and income earning opportunities for sector participants and support for Nunavut businesses enterprises operating in this important sector.
- The economies of Nunavut's smaller communities can effectively support tourism related business such as hotels, B&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.

### **Priority Items 2020-21**

#### 1. Venture Investment Fund

- Working within the Corporation's Investment Guidelines, Regulations and the NDC Act, the Corporation seek out and receive investment proposals to the Venture Investment Fund. The Board of Directors must approve any new investment from the Fund.
- Investment from the Fund must be of an equity orientated non-controlling nature. NDC targets new investments of \$500,000 annually. NDC continues to prioritize Inuit and Nunavut businesses operating in our arts, harvesting and tourism sectors.
- NDC will also emphasize investments that support employment and income earning opportunities, the growth of business and the diversification of our Territorial economy with an emphasis on making investments in Nunavut's smaller communities.
- Investments from the Fund are redeemable and carry an annual dividend rate, the terms of which are outlined in a Unanimous Shareholders Agreement. NDC will communicate regularly with organizations such as Atuqtuarvik, ED&T, NBCC and CanNor in advancing this priority.

#### 2. Capital Fund & Subsidy Fund

- Working within the Corporation's Investment Guidelines, Regulations and the NDC Act, NDC will seek out and assess opportunities for investment in new projects and subsidiary companies with an emphasis on investments that benefit Nunavut's smaller communities.

- Investment from the Capital Fund supports the acquisition of share capital in the subsidiary company while investment from the Subsidy Fund supports ongoing operating contributions paid to the subsidiary or project.
- Annually NDC targets \$1.4 million in payments from the Capital and Subsidy Fund. The Board of Directors must approve any investment from the Capital Fund and Subsidy Fund. The Minister must approve any investment that leads to the establishment of a subsidiary company.
- New investments from the Capital and Subsidy Funds will prioritize investments in Nunavut's arts, harvesting and tourism sectors that generate employment and income earning opportunities for local residents, stimulate the growth of business and the diversification of our Territorial economy.
- Partnerships with Hamlets, community development corporations, local business enterprises and other funding agencies are critical in the advancement of this priority.

### 3. Cultural Industries

- NDC will seek out opportunities for new projects and investments in our cultural industries sector that will lead to enhanced employment and income earning opportunities for Nunavut artists and support for Nunavut businesses enterprises operating in our cultural industry sectors.
- NDC will invest in its partner subsidiaries Uqqurmiut Arts and Crafts (Pangnirtung), Taluq (Taloyoak), Kiluk (Arviat) and Jessie Oonark (Baker Lake) to support local producers in the community and regions where the companies are located.
- Ivalu, the Sales Division along with other NDC subsidiary companies will collectively invest \$1.5 million in inventory and promote such locally, across the north and internationally.

### 4. Harvesting / Fisheries

- NDC will seek out opportunities for new projects and investments in our commercial fishery and harvesting sectors that will lead to enhanced employment and income earning opportunities for Nunavut hunters, fishermen and processing plant workers as well as support for Nunavut business enterprises operating in these sectors.
- NDC will communicate with Nunavut based offshore fishing enterprises and use the Venture Investment Fund to support sector investment for initiatives such as new vessel acquisition.
- NDC will invest in Kitikmeot Foods (Cambridge Bay) and Kivalliq Arctic Foods (Rankin Inlet) to support territorial harvesting and processing initiatives for

commercial char, turbot, muskox, maktaaq and caribou with finished product destined for Nunavut households along with other territorial commercial and institutional clients.

- Papiuruq Fisheries (Whale Cove) and Ikalupik Fisheries (Chesterfield Inlet) will work in close coordination with Kivalliq Arctic Foods on summer fishery initiatives. Kitikmeot Foods and Kivalliq Arctic Foods will also pursue winter fishery initiatives with fishermen from other Nunavut communities such as Qikiqtarjuaq.
- Both Kitikmeot Foods and Kivalliq Arctic Foods will be licensed federal processors of arctic char and territorial processors of caribou, muskox and maktaaq. Both will utilize the services of food safety specialists and actively manage their respective food safety framework.

#### 5. Tourism

- NDC will seek out opportunities for new projects and investments in our Tourism Sector that will lead to enhanced employment and income earning opportunities for sector participants and support for Nunavut businesses enterprises operating in this important sector.
- The economies of Nunavut's smaller communities can effectively support tourism related business such as hotels, B&Bs, restaurants and local tour operators. Such investment helps create employment and income earning opportunities in small communities where opportunities are few while also supporting an influx of new investment capital.



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Qulliq Energy Corporation  
Société d'énergie Qulliq  
Qulliq Alruyaktuqtunik Ikumatjutiit

## Corporate Plan 2019-2022

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## 1.0 Introduction

Qulliq Energy Corporation (QEC) is a Government of Nunavut (GN) territorial corporation. Historically, the Northern Canada Power Commission (NCPC) was responsible for supplying power to the territory from 1949 to 1988. After which, operations were transferred to Northwest Territories Power Corporation (NTPC). In 1999, Nunavut established its own locally managed utility, and on April 1, 2001, Nunavut Power Corporation (NPC) came into being under the *Nunavut Power Corporation Act*. NPC was subsequently renamed Qulliq Energy Corporation and the *Nunavut Power Corporation Act* was renamed the *Qulliq Energy Corporation Act* as the result of legislation passed in March of 2003. This legislation also broadened the Corporation's mandate to respond to a wider range of energy use and conservation issues within Nunavut.

Through the operation of 25 stand-alone diesel power plants with a total installed capacity of approximately 76,000 kilowatts, QEC is the sole provider of electricity to approximately 15,000 customers in the territory. The Corporation provides mechanical, electrical, and line maintenance services from three regional centers: Iqaluit, Rankin Inlet and Cambridge Bay. QEC's administrative activities are carried out at the Head Office in Baker Lake and the Corporate Office in Iqaluit.

The Minister responsible for QEC appoints the Corporation's Board of Directors to oversee QEC's business activities. Since 2005-06, the responsible Minister has provided an annual Letter of Expectation to QEC to guide the Board of Directors in defining the priorities and desired outcomes of the Corporation while reinforcing the importance of QEC's relationship with the GN. QEC's Board of Directors is guided by the Inuit Societal Value *Aajiiqatigiinni* (decision-making through discussion and consensus) regarding the strategic direction of the Corporation.

The Corporation attends to the overall objectives provided by legislation including: supporting the Minister responsible for QEC on intergovernmental and regulatory issues, managing capital projects, and analyzing and promoting the use of alternative energy sources throughout the territory.

### 1.1 Vision

Qulliq Energy Corporation's vision is to provide the communities of Nunavut with safe, reliable, sustainable, and economical energy supply and service. QEC's foundation to achieve our vision is based on an empowered and accountable workforce, representative of Nunavut's population, and reflective of Inuit Societal Values, Inuit Qaujimagatuqangit, and *Turaaqtavut*, the mandate of the fifth Legislative Assembly of the Government of Nunavut. We operate as an enterprise with transparency, accountability, and integrity.

### 1.2 Mission

QEC provides safe, reliable, and efficient electricity and plans long-term affordable energy for Nunavummiut.

### 1.3 Corporate Objectives

Section 5 of the *Qulliq Energy Corporation Act* sets out the objectives of QEC, they are as follows:

- (a) to generate, transform, transmit, distribute, deliver, sell and supply energy on a safe, economic, efficient and reliable basis;
- (b) to plan and provide for Nunavut's long term needs for affordable energy, taking into consideration Nunavut's desire to enhance energy self-reliance and to conserve energy and energy resources;
- (c) to purchase, store, process, distribute, deliver, sell and supply petroleum products and other fuels;
- (d) to undertake programs to maximize efficiency of fuel and other energy consumption and to provide advice and information to consumers to enable fuel and energy conservation;
- (e) subject to the *Utility Rates Review Council Act*, to set rates and tariffs for energy and services supplied by the Corporation and its subsidiaries; and
- (f) to undertake any other activity directed or authorized by order of the Commissioner in Executive Council.

QEC will focus on developing the territory's infrastructure base through *Pivaallirutivut*, one of the priorities of *Turaaqtavut*. Through this priority, QEC will endeavor to further the Corporation's alternative energy initiatives in Nunavut through partnerships with federal, territorial, municipal governments, as well as Inuit organizations.

## 2.0 Environmental Scan

QEC operates within a broad spectrum of political, geographical, environmental, and economic conditions specific to the unique challenges of generating and distributing electricity in Nunavut.

### 2.1 Political

The GN and the Minister responsible for QEC play a significant role in the Corporation's activities. The GN is the Corporation's sole shareholder in addition to being its largest customer, its largest supplier of fuel, its ultimate regulator and the source of consumer subsidy programs. Two subsidies offered through the GN are the User Pay Program (also known as the Public Housing Power Support Program) and the Nunavut Electricity Subsidy Program.

Residential customers in public housing are able to access the User Pay Program. Eligible customers in the program are billed at a rate of 6.0¢/kWh for their power usage. QEC invoices the Nunavut Housing Corporation for the difference between the approved residential rate and the 6.0¢/kWh for customers in this program.

The Nunavut Electricity Subsidy Program (NESP) is offered to all other qualifying residential customers across the territory. The subsidy is based on 50% of the Iqaluit residential electricity rate and it is applied on the first 700 kWh consumed each month between April and September, and on the first 1,000 kWh consumed each month between October and March. QEC applies the

NESP subsidy directly to qualifying customers' power bills and invoices the GN Department of Finance for the difference between the approved residential rate and the NESP subsidy.

QEC submits applications for rate changes to the Minister responsible for QEC, who may then seek the advice of the Utility Rates Review Council (URRC). The URRRC is an impartial advisory body whose role is to make rate recommendations to the Minister. The Minister (with Cabinet's approval) then determines whether to approve the URRRC's recommendation, to approve QEC's request, or to instruct that the application process be restarted.

Capital projects with a total cost exceeding \$5 million are deemed major capital projects under the *QEC Act*. For major capital projects the Corporation must submit a Major Project Permit application to the Minister responsible for QEC and receive approval from the Minister prior to undertaking any work. The responsible Minister may seek advice from the URRRC before rendering a decision.

## **2.2 Rate Regulation Activity**

QEC maintains a Fuel Stabilization Rate Fund (FSRF) to offset the price difference between the fuel price included in the current electricity rates and the actual fuel price paid by the Corporation. The FSRF is only used to offset fuel prices and cannot be used for any capital or operations and maintenance initiatives.

If at any time the forecasts indicates the FSRF balance is expected to exceed the threshold of plus or minus \$1 million within a six-month period, QEC must apply to the Minister for a fuel rider designed to recover or refund the balance.

QEC's electricity rates are based on the Corporation's revenue requirements: capital investments, fuel expense, non-fuel costs (such as operations and maintenance, salaries and wages, and travel). QEC uses the data from a revenue requirement forecast for the year in which a rate change is to take effect to prepare an application to the Minister responsible for QEC.

QEC submitted a General Rate Application (GRA) to the responsible Minister on October 18, 2017 requesting a new rate to take effect on April 1, 2018. In spring 2018, Cabinet approved a rate increase of 6.6% over 2 years. A proposed change to a standardized territorial rate structure was rejected during the same Cabinet meeting.

QEC has also completed the following projects to address recommendations brought forward from the URRRC in preparation for QEC's 2018-19 GRA:

1. Conduct an energy load forecast review and implementation plan.
2. Review and upgrade the capital planning program.
3. Conduct a depreciation study on QEC capital assets.

## **2.3 Environmental**

QEC operates in some of the most difficult environmental conditions of any utility provider in the world. Weather, distance, and darkness generate stresses on employees, assets, and equipment.

The Corporation's expectation to abide by *Avatittinnik Kamatsiarniq* (respect and care for the land, animals, and the environment) is reflected in environmental protection measures.

QEC abides by legislative and regulatory standards for environmental contamination. The Corporation has committed to implementing remedial measures when human health is at risk.

## **2.4 Economic**

QEC's largest operations and maintenance expense is for the fuel used to generate electricity for all customers in the territory. Diversification of the energy supply mix can alleviate dependency on imported fossil fuels and help address diesel related environmental concerns.

## **2.5 Geographic**

QEC serves 25 communities, 24 of which are located north of 60°. There are no roads linking communities and there is no shared transmission grid. Nunavut is unique in that it spans three time zones and covers nearly 2 million square kilometres of land mass. Supplies and fuel arrive either by ship – during the limited Arctic shipping season – or by air when deemed necessary.

## **2.6 Load Growth**

QEC fosters the Inuit Societal Value of *Pijitsirniq* (serving and providing for family and/or communities) to ensure the Corporation provides safe, reliable power to Nunavummiut. Across Nunavut, both federal and GN departments, agencies, and municipalities are mobilizing to provide improved infrastructure to Nunavummiut. As such, QEC operates at a time when load growth or electricity demand in each of Nunavut's regions is forecasted to increase. The Corporation is working diligently to keep up with this growing electricity demand across the territory.

The GN's Capital Plan to upgrade, expand, or replace infrastructure in communities is one driver of increasing electricity demand. QEC relies upon its relationship with the GN Department of Community and Government Services, and the analysis of the GN's annual Main Estimates, to gather information on the various major projects scheduled over the coming years. In addition to territorial and federal government driven projects, newly built houses and private enterprise initiatives are adding to the electricity demand in each community.

## **2.7 Power Plant Replacements**

Typically, a power plant is designed to function for 40 to 50 years. The Corporation owns and operates 25 diesel power plants across Nunavut, 11 of which are operating beyond their intended life span. QEC undertakes capital projects to replace aging critical infrastructure needed to provide safe, reliable power to Nunavummiut.

Through QEC's capital program, the Corporation is able to rebuild power plants and perform major capital overhauls to aging infrastructure and equipment that is at the end of its lifecycle. QEC has prioritized power plant and generator set replacements in its capital plan, meeting environmental and regulatory requirements to address safety concerns.

## **2.8 Alternative Energy**

QEC fosters the Inuit Societal Value of *Qanuqtuurniq* (being innovative and resourceful) regarding establishing alternative energy initiatives.

Currently all electricity generated by QEC relies on imported fossil fuel. Nonetheless, the Corporation continuously seeks ways to move toward a cleaner energy future by diversifying the territory's energy supply mix. QEC recognizes and supports the federal government's commitment to the *Pan-Canadian Framework on Clean Growth and Climate Change* and is actively engaged in securing funding to reduce reliance on diesel fuel and decrease greenhouse gas emissions through the integration of alternative energy technology and the use of more energy efficient electricity generation systems.

QEC works collaboratively with the Government of Nunavut to identify federal funding and investment opportunities, which allow QEC to pursue new alternative energy projects. QEC has made strides in investing in initiatives targeted at reducing diesel consumption, including the installation of district heating systems and solar panels.

## **3.0 Inuit Employment Plan**

QEC has developed an Inuit Employment Plan (IEP) to 2023 that addresses issues and opportunities to increase Inuit employment, identifies artificial barriers, sets short, medium and long-term goals to increase capacity, and contains an action plan to achieve the goals. As of September 30, 2018, QEC's Inuit employment rate was 49%.

### **3.1 Inuit Employment Programs**

Since 2012, the Corporation has taken efforts to strengthen its IEP by focusing on five separate programs. Each program is an independent but interconnected recruitment or development opportunity. Each program was developed in line with QEC's approach of growing the Corporation's capacity. The overall strategy is to move both current Inuit employees and new Inuit hires into planned skills development and career opportunities.

The five IEP programs are as follows:

- 1) The Inuit Leadership Development Program (ILDLP) aims to increase employment for Nunavut Inuit at the professional and management levels. Most professional and management positions at QEC require a formal education and/or a professional designation requiring a degree in one of the following areas listed below:
  - Accounting;
  - Engineering;
  - Finance;
  - Human Resource Management; and
  - Information Technology.

As part of this program, QEC provides funding to candidates in each of the degree streams. The allowances are intended to remove financial barriers allowing students to focus on their academic success, and subsequently, their career at QEC.

- 2) Inuit Employee Development Plans were established as part of QEC's commitment to lifelong learning for Inuit employees. With support from a supervisor, completing the development plan process helps to ensure employees have the knowledge, skills, leadership competencies, and abilities to achieve their individual career goals within the Corporation.

Through formal education, on-the-job learning and meaningful work experiences, employees will work toward the next step on their career ladder as identified in their career development plan. Lateral moves within the Corporation and between departments and positions also provide significant opportunities for cross training.

- 3) The Summer Student Program (SSP) provides students with an opportunity to work within the Corporation, the SSP is linked with the QEC Mentorship Program, pairing summer students with a QEC Mentor during their summer employment. Students are hired for positions in their own community, providing them with exposure to local employment opportunities. Students in the SSP can also be considered for other Inuit employment opportunities and future employment with the Corporation. Seven students were hired through the Summer Student Program in 2018.
- 4) The Apprenticeship Program reduces dependency on hiring tradespeople from outside Nunavut. The recruitment of tradespersons from other jurisdictions continues to be a significant expenditure for QEC. Competition from companies both in and outside the territory has resulted in extended vacancies within QEC. This program focuses on hiring Inuit as apprentices, supporting them through the apprenticeship, and providing meaningful employment upon completion. This program is also a proactive step in providing QEC's Operations Department with Inuit professional certified journeypersons.
- 5) QEC's Inuit Employment Plan Committee is mandated to review, analyze and provide feedback to senior management on policies and employment practices that impact Inuit employment. Working collaboratively, the IEP Committee acts as a formal group to exchange ideas, concerns and solutions related to the program as identified by its members. The IEP Committee's priority is to advise and direct the existing IEP stream with the goal of achieving greater effectiveness.

The Corporation has reallocated Human Resources efforts to put a greater focus on IEP programming. Two positions within the HR department have been fully allocated to Inuit Employment Programs, specifically the Manager of IEP and the IEP Administrator.

Since staffing these new positions, the Career Development Program has been redesigned to better meet the needs of both the employees and the Corporation. In addition, the

Apprenticeship Program has recently been reviewed and is currently being redesigned. The three remaining IEP programs will be reviewed in 2019-20 to determine if any amendments are needed.

### 3.2 Inuit Employment

With more focused and responsive Inuit employment initiatives in place, QEC has established Inuit employment targets. The targets for 2018-19 include maintaining the number of Inuit employees in the following categories:

- Executive category at 50%;
- Senior Management at 0%\*;
- Middle management category at 15%;
- Professional category at 37%;
- Paraprofessional category to 68%; and
- Administrative support category at 100%.

\*There are no anticipated retirements or resignations from the Senior Management employment category for the 2018-19 fiscal year. As such, no change is expected in this category during this period.

#### Priorities (2018-2019)

- Recruit and hire an Inuk into the vacant Operations Supervisor position.  
**Status:** *An Inuk was transferred into the position via an Internal Transfer Assignment.*
- Hire graduated apprentices – one Electrician and one Materials Technician.  
**Status:** *Both Inuit apprentices have completed their respective programs and have transitioned into full-time employment with QEC.*
- Hire Inuit apprentices in trades positions by reviewing succession plans for soon to be retired current staff.  
**Status:** *The Apprenticeship Program is currently being redesigned to put a greater focus on ensuring position availability within QEC at the completion of the apprenticeship. The expectation is to identify and hire Inuit apprentices before the end of the fiscal year.*
- Recruit and hire an Inuk into the vacant Parts Technician position.  
**Status:** *The Parts Technician competition was advertised three times. However, no qualified Inuit screened into the competitions. As a result, the position was awarded to a Non-Inuk on a three-year term.*
- Recruit and hire an Inuk into the vacant Facilities Coordinator position.  
**Status:** *Unfortunately QEC was not successful in hiring a Nunavut Inuk into the Facilities Coordinator role. As a result, the position was awarded to a Non-Inuk candidate.*
- Recruit and hire an Inuk into the vacant Junior IT Generalist position.  
**Status:** *To date, this position remains vacant.*

- Recruit and hire an Inuk into the vacant IEP Administrator position.  
**Status:** *QEC is working with the government's Sivuliqtiksat Internship Program, to post the position for competition.*
- Recruit and hire an Inuk into the vacant IEP Manager position.  
**Status:** *An Inuk was transferred into the IEP Manager position via an Internal Transfer Assignment.*
- Create career development plans for up to 25% of Inuit employees.  
**Status:** *17% of Inuit employees have completed a career development plan. The remaining 8% of career development plans are anticipated to be completed during the third and fourth quarters.*
- Link all development program streams to the Inuit Employment Plan (IEP).  
**Status:** *All development streams (Apprenticeship Program, Inuit Leadership Development Program, Career Development Plans, and Education Leave) have been linked to the Inuit Employment Plan (IEP).*
- Focus on hiring intern(s) for management/specialized positions in phases.  
**Status:** *QEC is working with the government's Sivuliqtiksat Internship Program, on this initiative.*
- Improve the Exit Interview with a focus of the retention of Inuit staff.  
**Status:** *In lieu of enhancements to the exit interview process, a new strategy has been developed to survey current employees to gather feedback.*
- Sponsor Inuit Leadership Development Program (ILDLP) students for improved leadership capacity.  
**Status:** *An Inuk candidate was identified and preliminary discussions have occurred between the employee and the supervisor.*
- Cultural Orientation training for new employees, with a focus on supervisory positions.  
**Status:** *A program for new hires is under revision and will include a cultural orientation training component. It is anticipated that the revised new hire program will be completed in the fourth quarter.*
- Support IQ and cultural immersion activities.  
**Status:** *The IQ Committee met during the quarter to establish a concrete IQ Policy and set of Standard Operating Procedures for the planning, delivery, and administration of IQ days. Additionally, the group will meet next quarter to discuss ways of integrating ISV's and culture into standard business protocols.*
- Expand on QEC's partnership with the GN Department of Family Services on apprenticeship programing and sponsorship.  
**Status:** *Initial discussions have taken place with the Department of Family Services surrounding the redesign of the Apprenticeship Program.*



- Promote internal and external professional development opportunities for Inuit employees.  
**Status:** *Inuit employees have been encouraged to participate in both internal and external professional development training programs including Customer Service Training, Introduction to Policy, Hivuliqtikhanut Leadership Development Series, and various other training opportunities.*

#### **Priorities (2019-2020)**

- Create career development plans for up to 50% of Inuit employees.
- Seek college and trade school partnerships.
- Revamp apprenticeship program.
- Recruit two Inuit apprentices.
- Assist current Inuit employees in attaining high school equivalency.
- Recruit an Inuk intern.

#### **Priorities (2020-2021)**

- Create career development plans for up to 75% of Inuit employees.
- Revamp Inuit Leadership Development Program.
- Develop a targeted recruitment strategy by collaborating with local high schools and post-secondary institutions.

#### **Priorities (2021-2022)**

- Create career development plans for up to 90% of Inuit employees.
- Recruit two Inuit candidates into apprenticeship program.
- Sponsor one Nunavut Inuk employee's post-secondary education through the Inuit Leadership Development Program.

## 4.0 Corporate Priorities

The Corporation's core priority is the generation and distribution of safe, reliable, and efficient energy across the territory. QEC's operations must ensure:

- Electrical systems are reliable and dependable;
- Environmental responsibility and safety;
- Attention to fuel efficiencies in both capital and operations phases; and
- Attention to purchasing, spending, and financial management practices.

### 4.1 Administration

The Corporation's Administrative branch holds three distinct yet interrelated sections: the Office of the President and CEO, Corporate Affairs, and Legal Services. The Office of the President and CEO leads the Corporation's strategic direction towards fulfilling its vision and mission, as well as aligning the Mandate of the Government of Nunavut with QEC's objectives. The Office of the President and CEO works closely with the QEC Board of Directors and Senior Management to carry out the overall leadership and management of the Corporation. Corporate Affairs is responsible for overseeing the administration of corporate policies and reporting requirements, strategic planning, policy development, communications, inter-governmental and intra-governmental relations as well as providing support to all QEC departments and the Office of the President and CEO. Legal Services provides internal legal counsel and advice to secure the Corporation's interests.

#### Priorities (2018-2019)

- Provide leadership and support to divisions to ensure the implementation of *Turaaqtavut* priorities and collaborate with other departments on joint efforts to achieve mandated objectives.  
**Status:** *Corporate Affairs has submitted QEC's action items to the GN in support of the Turaaqtavut mandate. The Department has been working continuously with all QEC departments to ensure the corporation adheres to the mandate priorities.*
- Undertake a review of the *QEC Act* and submit a Legislative Proposal.  
**Status:** *The Legislative Proposal is now Bill 12 and it is projected to pass legislative assembly in the winter 2019 session.*
- Develop a Corporate Communications Policy.  
**Status:** *The policy is expected to be completed in 2018-19.*
- Develop a Social Media Policy.  
**Status:** *The policy is expected to be completed in 2018-19.*

- Review and revise QEC's Communications Strategy.  
**Status:** *The strategy is expected to be completed in 2018-19.*
- Develop and implement QEC branding guidelines.  
**Status:** *The development of these guidelines is expected to be completed in 2018-19. The implementation will be delayed until 2019-2020.*

#### **Priorities (2019-2020)**

- Implement QEC branding guidelines.
- Review existing communication tools that are currently being utilized by QEC to better communicate with stakeholders.
- Track and monitor analytics for online presence.
- Implement Corporate communications and social media policies.
- Conduct a review of HR policies in collaboration with HR.

#### **Priorities (2020-2021)**

- Undertake a review of the revised Communications Strategy.
- Develop an HR policy plan.
- Develop a crisis communications plan.

#### **Priorities (2021-2022)**

- Implement HR policy plan.
- Create a community consultation plan.
- Promote QEC's 20th anniversary.

## 4.2 Engineering

The Engineering Department is responsible for developing and implementing processes to ensure QEC provides safe, reliable, and efficient services to Nunavummiut. The Department also provides engineering design and technical support services to the Corporation. The Engineering team develops, maintains, and implements various corporate engineering standards and the capital plan. Engineering supports and partners with the Operations Department in ensuring that corporate business goals are consistently achieved at the lowest cost to ratepayers, while achieving the highest possible standards in accordance with utility best practices.

### Priorities (2018-2019)

- Continue generator set replacement program implementation in Hall Beach.  
**Status:** *This project has been delayed and is expected to be completed by fall 2019.*
- Complete installation of modular generator unit at Gjoa Haven power plant.  
**Status:** *This project is expected to be completed by fall 2018.*
- Research funding opportunities to support financing of the SCADA project.  
**Status:** *No funding opportunities have been identified, QEC will continue to explore funding opportunities.*
- Develop an Independent Power Producer (IPP) policy and program in collaboration with Corporate Affairs.  
**Status:** *The IPP program is currently in development. Pending the amendment to the QEC Act, it is anticipated that the program will be launched in spring 2019.*
- Upgrade Cambridge Bay fuel supply line in collaboration with Health, Safety, Environment, and Facilities (HSEF) Department.  
**Status:** *The upgrade was completed in fall 2018.*
- Commence installation of new bulk fuel tank in Iqaluit.  
**Status:** *The installation has commenced and this project is anticipated to be completed in spring 2019.*
- Commence upgrades on the Iqaluit fuel supply line.  
**Status:** *The fuel supply line is anticipated to be operational in fall 2018.*
- Complete upgrade of power distribution system in Resolute Bay.  
**Status:** *This project has been delayed and is expected to be completed by fall 2019.*
- Complete extension of the Iqaluit District Heating System pipeline to connect it to the City of Iqaluit's Aquatic Centre.  
**Status:** *This project is anticipated to be completed by fall 2018.*

- Complete construction of the new Cape Dorset Power Plant.  
**Status:** *This project is anticipated to be completed in January 2019.*
- Complete a territorial plant condition assessment, followed by a needs priority analysis review for each power plant.  
**Status:** *Assessments were completed for Kugaaruk, Rankin Inlet, Arviat, Resolute Bay, Igloolik, and Hall Beach. The remainder of the plants will be completed at a later date.*
- Monitor and evaluate the Net Metering Program to identify areas of improvement and develop an action plan to address issues.  
**Status:** *This initiative is ongoing and improvements are being made as issues are identified.*
- Complete construction of the pre-fabricated new power plant for Grise Fiord.  
**Status:** *This project is anticipated to be completed in January 2019.*
- Submit an MPP for Arctic Bay in fiscal year 2018-19.  
**Status:** This MPP has been delayed due to revisions requested by the Hamlet in regards to the power plant location. The revised MPP is in development and is expected to be submitted in 2019-20.

#### **Priorities (2019-2020)**

- Complete upgrade of power distribution system in Resolute Bay.
- Review QEC Project Management Standards.
- Complete all work related to new power plants in Grise Fiord and Cape Dorset.
- Complete generator set replacement in Rankin Inlet, Coral Harbor, Chesterfield Inlet, Pond Inlet, Hall Beach, and Gjoa Haven.
- Tendering of Kugluktuk new power plant and distribution system extension project.
- Complete Qikiqtaaluk Region electrical distribution survey.

#### **Priorities (2020-2021)**

- Update and implement QEC Project Managements Standards.
- Complete plant condition assessment in Chesterfield Inlet and Gjoa Haven.
- Complete generator set replacements Pond Inlet, Whale Cove, and Clyde River.
- Complete Kivalliq electrical distribution survey.
- Complete Kitikmeot electrical distribution survey.
- Complete Arctic Bay electrical distribution system extension.
- Complete construction of new power plant in Kugluktuk.

#### **Priorities (2021-2022)**

- Based on the electrical distribution surveys conducted in previous years, prioritize identified projects for completion.
- Complete all work related to the new power plant in Kugluktuk.

### 4.3 Operations

The Operations Department is responsible for the efficient generation and distribution of safe and reliable energy in all Nunavut communities. Each community has its own power plant staffed by employees who live in the community. Local employees are supported by electrical, mechanical, and line trades people based in the regional centers of Cambridge Bay, Iqaluit and Rankin Inlet. The Operations Department is a knowledgeable and accountable team with a strong focus on safety and quality customer service.

#### Priorities (2018-2019)

- Develop a power plant control and protection task force in Iqaluit to identify thresholds of load limits in all communities.  
**Status:** *Working with the Engineering Department, several plants were identified as priorities and it is expected this initiative will be completed in 2018-19.*
- Deliver training to all plant operators across the territory in compliance with new WSCC regulatory changes.  
**Status:** *All Plant Operators have been trained in compliance with new WSCC regulations.*
- Define action plan to improve Inventory Control System.  
**Status:** *Inventory count went as planned and recommendations for improved efficiency will be implemented in 2019-20 inventory count.*
- Develop new methods to streamline Operations data reporting.  
**Status:** *Project is on schedule and anticipated to be completed by the end of 2018-19.*

#### Priorities (2019-2020)

- Conduct a territorial protection device assessment of all power plant infrastructure to increase energy efficiency and reliability.
- Apply necessary changes to the Inventory Control System flowing from defined action plan.
- Implement departmental data reporting methods and deliver to Operations staff.

#### Priorities (2020-2021)

- Review recommendations from territorial protection device assessment.
- Review inventory control improvements.
- Assess departmental reporting methods for electrical generation and distribution data.

#### Priorities (2021-2022)

- Apply changes to power plants based on review of territorial protection device assessment.
- Implement recommendations for electrical generation and distribution data reporting.

#### 4.4 Finance

The Finance Department is located in the QEC Head Office in Baker Lake, and has regional offices in Cambridge Bay, Iqaluit, and Rankin Inlet. Finance is responsible for providing support to all other QEC departments as well as providing accurate and timely reporting to stakeholder groups internal and external to QEC. Some key function areas of the department include: financial accounting and reporting, regulatory affairs, risk management, budgeting, planning, and analysis. In addition, the department manages all of the Corporation's logistics and procurement activities through the Supply Chain Management Division. The Customer Care Division handles all billing, collections, and customer service activities, while the Payroll, Benefits, and Pensions Division works closely with the Human Resources Department to provide support to QEC employees.

The department ensures financial controls are in place to protect QEC assets and revenues as well as guaranteeing funding is available to support corporate needs. It also plays a critical role in supporting all capital and O&M endeavors. The Finance Department focuses on efficient and effective functional and governance requirements and services.

##### **Priorities (2018-2019)**

- Commence the review and assessment of the current Enterprise Resource Planning (ERP) system and its capability relative to present and future needs of the Finance Department.  
**Status:** *The system was upgraded in fall 2018, and a review of its functionality is expected to be completed by March 2019.*
- Develop a Long Term (10 year) Financial Plan, in cooperation with all other departments, for sustainable capital asset replacement.  
**Status:** *This plan has been developed, but remains a living document that is subject to change.*
- Examine current QEC budget planning process and identify mechanisms to improve financial controls and reporting systems.  
**Status:** *This project is expected to be completed in 2018-19.*
- Assess feasibility of digitizing all finance documents to reduce paper handling and filing, and improve transfers of information between departments in collaboration with IT.  
**Status:** *The Corporation expects that assessing the feasibility of digitizing all financial documents will not be completed due to staffing shortages. This priority will now be addressed in 2019-20.*
- Conduct a territory wide audit of commercial meters in collaboration with the Operations Department.

**Status:** *The audit has been completed and is now a regular part of Operations' process moving forward.*

- Develop a feasible system for inventory control, procurement, and sealift processes in collaboration with the Engineering and Operations Departments.

**Status:** *Inventory count went as planned and recommendations for improved efficiency will be implemented in 2019-20 inventory count.*

#### **Priorities (2019-2020)**

- Assess feasibility of digitizing all finance documents to reduce paper handling and filing, and improve transfers of information between departments in collaboration with IT.
- Commence any required modification of existing financial processes as identified by the review of the Enterprise Resource Planning system.
- Review inventory management solutions in collaboration with the IT and Operations departments.
- Develop mechanisms that support the preparation and filing of the next General Rate Application.
- Commence review and development of Key Performance Indicators.
- Work with departments and the Territorial Corporations to share best practices and improve both QEC and the GN's procurement, project management and monitoring processes.

#### **Priorities (2020-2021)**

- Implement new inventory systems in collaboration with IT and Operations departments.
- Continue review and development of Key Performance Indicators.
- If digitizing financial records is deemed feasible and economic, identify systems needed and commence implementation in collaboration with IT department.

#### **Priorities (2021-2022)**

- Complete a comparison of QEC and other utility providers that examines the efficiency of finance and related administrative and accounting processes, including a plan to resolve areas where issues are identified.
- Commence a customer survey to assess progress in dealing with customers' concerns and develop a plan to improve any areas where issues are identified.



## 4.5 Health, Safety, Environment and Facilities

The Health, Safety, Environment, and Facilities (HSEF) Department is responsible for the overall administration of the Corporation's environment and safety management practices. HSEF ensures QEC operates in an environmentally conscious and responsible manner through the timely response and coordination of any environmental incident. HSEF is responsible for ensuring all QEC employees understand their rights and responsibilities on issues that have an impact on their occupational health and safety. The HSEF team has established an employee safety program and delivers occupational health and safety training to all employees. HSEF is also responsible for ensuring QEC complies with all applicable federal and territorial health, safety, and environmental legislation. The HSEF department is responsible for the management, maintenance, and administration of QEC's real estate property portfolio; this includes owned and leased staff housing units/commercial facilities, plants, and land.

### Priorities (2018-2019)

- Complete the decommissioning of the power plant in Taloyoak.  
**Status:** *Completed in summer 2018.*
- Complete the decommissioning of the fuel system in Taloyoak.  
**Status:** *Completed in summer 2018.*
- Develop a hearing conservation plan for QEC and deliver hearing conservation testing.  
**Status:** *Lack of audiologist in Nunavut hampered project timelines. Delayed until solution can be identified.*
- Remove and decommission old fuel systems in Arviat.  
**Status:** *Completed in summer 2018 with final closure from Environment Canada in December 2018.*
- Conduct internal audit to maintain the Certificate of Recognition (COR) accreditation from the Northern Safety Association (NSA).  
**Status:** *Internal audit took place in summer and fall 2018.*
- Restructure/update the safety manual to reflect current changes to legislation and internal process.  
**Status:** *Completed in 2018-19.*

### Priorities (2019-2020)

- Successfully complete Certificate of Recognition (COR) external audit.
- Update the Safety Rule book to reflect changes to the Health and Safety manual.

**Priorities (2020-2021)**

- Remove single-walled underground piping that ties into QEC's fuel system in Kugluktuk and replace with either double-walled underground piping or aboveground piping, in collaboration with Engineering Department.
- Create an online arc flash awareness program to be used internally for new and existing employees
- Create and implement a new tracking system for HSEF training courses. This system should be able to prompt expiration dates, notify of upcoming courses, track certificates, and generate training stats.

**Priorities (2021-2022)**

- Develop and implement online Work Protection Code (WPC) training program for contractors and employees.
- Create a risk registry to help facilitate the hazard assessment process.

## 4.6 Human Resources

The Human Resources Department is responsible for conducting staffing/recruitment, job evaluation, employee/labour relations, organizational development, and overall strategic/operational HR initiatives for the Corporation. The Department further ensures that all of the Corporation's human resources activities are completed in compliance with Article 23 of the *Nunavut Agreement*, applicable employment legislation, directives, human resources policies, employment contracts and Collective Agreements. The HR Department designs and implements progressive HR plans that will enhance overall corporate capacity, and ensure the Corporation successfully meets the growing energy demands of Nunavummiut.

### Priorities (2018-2019)

- Development and review of QEC's departmental succession plans for all departments.  
*Status: This project is anticipated to be completed by the end of 2018-19.*
- Conduct a comprehensive review of all excluded positions and integrate the Hay Job Evaluation Methodology for all employees in this classification.  
*Status: This project is anticipated to be completed by the end of 2018.*
- Implement the revised onboarding programs.  
*Status: This project is anticipated to be completed by the end of 2018-19.*
- Assess potential Time Capture, Attendance Management, Human Resources Information systems in collaboration with IT.  
*Status: This project is expected to be completed by the end of 2018-19.*

### Priorities (2019-2020)

- Implement Time Capture, Attendance Management, Human Resources Information systems.
- Assess potential Applicant Tracking System (ATS).
- Assess effectiveness of QEC Performance Management System.
- Develop respectful workplace training.
- Implement cultural orientation training.

### Priorities (2020-2021)

- Evaluate Time Capture, Attendance Management, Human Resources Information systems.
- Implement Applicant Tracking System (ATS).
- Deliver respectful workplace training.

### Priorities (2021-2022)

- Evaluate Applicant Tracking System (ATS).
- Evaluate respectful workplace training.

## 4.7 Information Technology

The Information Technology (IT) Department provides critical support to the Corporation through a series of services that includes the ongoing development of integrated computer systems and technology, data communications, and on demand IT assistance and support. The goal of the department is to provide a foundation for all departments to ensure information is available to make timely and accurate business decisions.

### Priorities (2018-2019)

- Re-evaluate core financial software system for improved business alignment.  
**Status:** *Evaluation is ongoing and is expected to be completed by the end of 2018-19.*
- Develop self-study employee training resources for Enterprise Resource Planning.  
**Status:** *The project is on track and expected to be completed by the end of 2018-19.*
- Implement satellite communications optimizations.  
**Status:** *The project is expected to be completed in 2018-19.*
- Review best practices to assist the Finance Department with the development of a project plan for an Enterprise Resource Planning system.  
**Status:** *Ongoing discussion with Finance, the project is anticipated be completed in winter 2019.*
- Upgrade QEC satellite communications infrastructure in the four Regional Centres: Iqaluit, Baker Lake, Rankin Inlet, and Cambridge Bay.  
**Status:** *A review of existing solutions took place in summer 2018 and the project is expected to be completed in 2018-19.*
- Upgrade core Information Technology servers in Iqaluit.  
**Status:** *Planning and RFD development took place in summer and fall 2018, the project is expected to be completed in 2018-19.*
- Explore options to enhance stability and disaster recovery of QEC's Microsoft Exchange infrastructure.  
**Status:** *Internal reviews and options to enhance stability are progressing well. The department will be able to provide a future direction by the end of 2018-19.*
- Implement electronic billing to customers based on the results of internal testing.  
**Status:** *This project has been delayed due to technical and capacity issues and is expected to be completed in 2019-20.*

### **Priorities (2019-2020)**

- Implement electronic billing to customers based on the results of internal testing.
- Begin a comprehensive review of Information Technology policies.
- Review of implemented software and technologies to ensure proper business relevance.
- Implementation of Human Resources Information System Software (HRIS).
- Review of Inventory Management solutions.
- Review Property Management software.

### **Priorities (2020-2021)**

- Complete the review and update of Information Technology policies.
- Implementation of Inventory Management solution.
- Implementation of Property Management software.

### **Priorities (2021-2022)**

- Review of communications and internet infrastructure.
- Review alignment with departments to ensure business relevance.

## **5.0 Conclusion**

QEC is committed to ensuring there is a safe, reliable, sustainable, and affordable energy supply in Nunavut. We recognize the need to reduce our dependence on fossil fuel and are actively seeking ways to diversify our energy sources. We continue to expand and enhance the ways in which we communicate with our communities and examine methods to improve our interactions with customers.

We look forward to strengthening our workforce through the ongoing training and development of Nunavut Inuit employees. Ensuring that Inuit Societal Values are incorporated into day-to-day operations is key to fostering a positive work environment and supporting Inuit recruitment and retention. It is through strong leadership, transparency, and diligent oversight that we will ensure our goals and priorities are achieved.

T. Bert Rose

Chairperson, Board of Directors  
Qulliq Energy Corporation

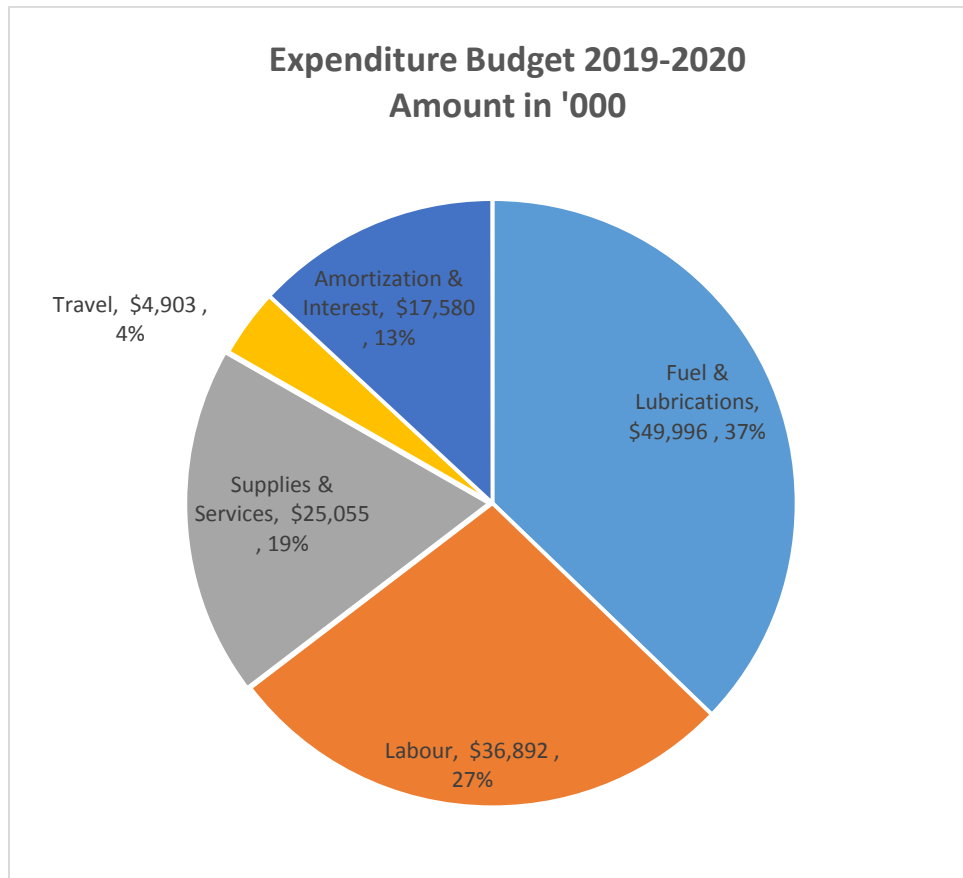
## Appendix A - QEC 2019-2020 Capital Budget

Community	Description
Cambridge Bay	Structural upgrades
Gjoa Haven	Generator set replacement
Kugaaruk	Structural upgrades
Kugluktuk	Plant replacement
	Structural upgrades
	Vehicle replacement
	Solar panel project
Taloyoak	Vehicle replacement
	Installation of District Heating System
	<b>Kitikmeot Region \$6,737,000</b>
Baker Lake	Structural upgrades
Chesterfield Inlet	Generator set replacement
	Vehicle replacement
Coral Harbour	Generator set replacement
Rankin Inlet	Generator set replacement
	Structural upgrades
Whale Cove	Safety system upgrades
	Generator set replacement
	Structural upgrades
	Vehicle replacement
	<b>Kivalliq Region \$9,470,000</b>
Arctic Bay	Vehicle replacement
Cape Dorset	New power plant design / build
Clyde River	Safety system upgrades
	Generator set replacement
Grise Fiord	Structural upgrades
Hall Beach	Generator set replacement
Iqaluit	Bulk fuel tank upgrade
	Safety system upgrades
	Tools and equipment
	Structural upgrades
Kimmirut	Structural upgrades
Pond Inlet	Generator set replacements
Qikiqtarjuaq	Structural upgrades
Sanikiluaq	Safety system upgrades
	Installation of District Heating System
	Structural upgrades

	<b>Qikiqtaaluk Region</b>	<b>\$13,093,000</b>
Corporate	Communications and IT	
	Unidentified Capital Projects	
	<b>Corporate</b>	<b>\$1,956,000</b>
<b>TOTAL CAPITAL EXPENDITURES BEFORE GOVERNMENT CONTRIBUTIONS</b>		<b>\$31,256,000</b>
<b>LESS</b>	Arctic Energy Fund Contribution	\$9,204,750
	Low Carbon Emissions Fund Contribution	\$576,000
	Northern Reach Contribution	\$220,000
	<b>Total Contributions</b>	<b>\$10,000,750</b>
<b>QEC NET CAPITAL COST BUDGET</b>		<b>\$21,255,250</b>

## Appendix B - 2019-2020 Operations & Maintenance Budget

Amounts in '000	Territorial	Qikiqtaaluk	Kivalliq	Kitikmeot	Total
<b>Revenue</b>					
Sales of Power		69,840	34,271	26,247	<b>130,358</b>
Sales of Residual Heat	1,260				<b>1,260</b>
Other Revenue	15,038				<b>15,038</b>
<b>Total Revenue</b>	<b>16,298</b>	<b>69,840</b>	<b>34,271</b>	<b>26,247</b>	<b>146,656</b>
<b>Expenses</b>					
Fuel & Lubrications		28,542	12,755	8,699	<b>49,996</b>
Labour	19,765	8,965	4,621	3,541	<b>36,892</b>
Supplies & Services	15,879	4,502	2,204	2,470	<b>25,055</b>
Travel	3,009	1,128	365	401	<b>4,903</b>
Amortization & Interest	17,580				<b>17,580</b>
<b>Total Expenses</b>	<b>56,233</b>	<b>43,137</b>	<b>19,945</b>	<b>15,111</b>	<b>134,426</b>





## BUDGET SUMMARY REPORT 2019-2020

	AMOUNT IN CAD
<b>TOTAL REVENUE</b>	146,656,000
Fuel and lubricants	49,996,000
	<hr/>
<b>GROSS MARGIN</b>	<b>96,660,000</b>
Payroll	36,892,000
Supplies & Services	25,055,000
Travel & Accommodation	4,903,000
	<hr/>
<b>TOTAL OPERATING EXPENSES</b>	<b>66,850,000</b>
<b>EARNINGS BEFORE INTEREST TAX DEPRECIATION AND AMORTIZATION</b>	<b>29,810,000</b>
Amortization & interest	17,580,000
	<hr/>
<b>NET INCOME</b>	<b>12,230,000</b>

## Appendix C – Employment Summary

Departmental Inuit Employment Targets				
Qulliq Energy Corporation	As of Sept. 30, 2018		As of March 31, 2020	
	Capacity %		Capacity %	
<b>Total Department Positions</b>	<b>203.4</b>		<b>207.4</b>	
Total Filled Positions	179.8	88%	195.4	94%
Total Vacancies	23.6	12%	12	6%
<b>Total Inuit</b>	<b>89</b>	<b>49%</b>	<b>102.4</b>	<b>52%</b>
<b>Total Executive Positions</b>	<b>2</b>		<b>2</b>	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	1	50%	1	50%
<b>Total Senior-Management Positions</b>	<b>8</b>		<b>10</b>	
Total Filled Senior-Management Positions	8	100%	10	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Inuit in Senior-Management Positions	0	0%	0	0%
<b>Total Middle-Management Positions</b>	<b>25</b>		<b>25</b>	
Total Filled Middle-Management Positions	21	84%	21	84%
Total Vacant Middle-Management Positions	4	16%	4	16%
Total Inuit in Middle-Management Positions	5	24%	5	24%
<b>Total Professional Positions</b>	<b>90</b>		<b>92</b>	
Total Filled Professional Positions	79	88%	86	93%
Total Vacant Professional Positions	11	12%	6	7%
Total Inuit in Professional Positions	30	38%	35	41%
<b>Total Paraprofessional Positions</b>	<b>50.4</b>		<b>50.4</b>	
Total Filled Paraprofessional Positions	43.8	87%	49.4	98%
Total Vacant Paraprofessional Positions	6.6	13%	1	2%
Total Inuit in Paraprofessional Positions	27	62%	34.4	70%
<b>Total Administrative Positions</b>	<b>28</b>		<b>28</b>	
Total Filled Administrative Positions	26	93%	27	96%
Total Vacant Administrative Positions	2	7%	1	4%
Total Inuit in Administrative Positions	26	100%	27	100%