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

Business Plan

Government of Nunavut & Territorial Corporations

2020-2023

Winter 2020 Sitting
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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 2020-2023 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 2020-2023 Main Estimates. For each line of business, a status report is provided on priorities identified for the 2019-2020 fiscal year. New priorities for each program are outlined for 2020-2023.

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

Note: In the 2020-2023 Business Plan, certain functions transferred between departments: Fisheries and Sealing transferred from Environment to Economic Development and Transportation, Financial Assistance for Nunavut Students from Family Services to Education, Public Guardianship from Family Services to

Justice, and Immigration from Family Services to Executive and Intergovernmental Affairs.

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



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 Qaujimagatuqangit and Inuit Societal Values within legislation and policy.

Priorities

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

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



Inuuvit

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

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

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

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

Our priorities are:

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

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Sivummuaqpalliajjutivut**

Education enables a productive and fulfilling life, as well as meaningful employment. Readiness to learn begins in early childhood, with effective parenting and early learning opportunities. Learning skills then develop through schooling and life experience.

Educational attainment in Nunavut, while lower than the rest of Canada, is increasing steadily. However, poor school attendance and low high school completion continue to challenge the territory. Student success is supported when families, communities, and government work together to strengthen the K-12 education system and increase commitment to lifelong learning.

Nunavut’s economy is continuing to diversify and Nunavummiut have increasing choice in employment. Despite these opportunities, the territory relies on imported labour and many Inuit are dependent on social assistance or under-employed. Improved access to local skills training and postsecondary education will enable self-reliance and employment.

As the territory’s largest employer, the government must compete with other employers within and outside Nunavut to attract and retain skilled employees. Workplace education and training builds the capabilities of the public service and helps to retain employees.

We will provide education and training that prepares children, youth, and adult learners for positive contributions to society and for meaningful employment.

Our priorities are:

- Enabling affordable and accessible daycare that supports learning and development in early childhood;
- Amending the Education Act and the Inuit Language Protection Act to ensure quality schooling and improve student outcomes;
- 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 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.

ᐃᓄᓂᓱᓂᓴ **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 Inuktut 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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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.

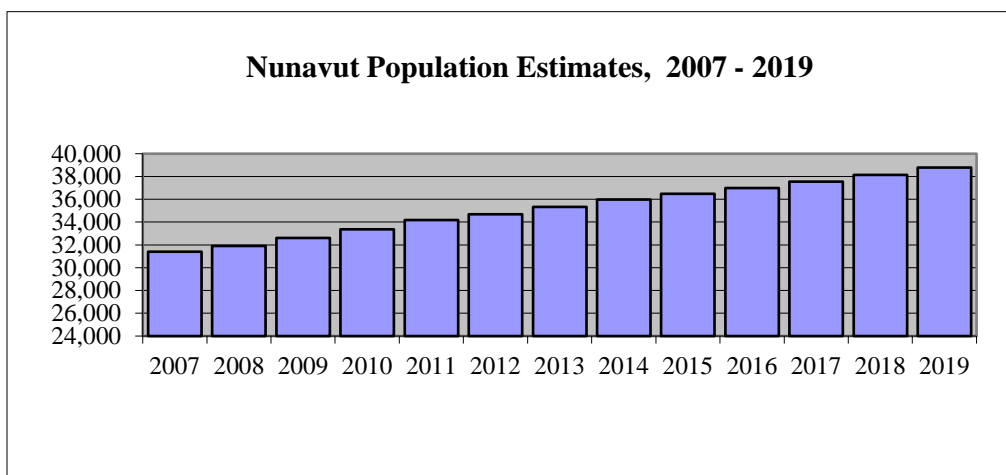
The environmental factors having the most direct impacts on our work include:

- 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 1.8 percent annually since 2007. In total, the population has grown by 23.5% percent over the past 13 years. By comparison, Canada has grown an average of 1.1% annually or by a total of 14.3% over the same period.



Source: Statistics Canada, Demography Division

As of 2019, the median age of the Nunavut population was 26.2 years, compared to 40.8 years in Canada. The youthfulness of Nunavut is apparent, as 31.8% of the population is below the age of 15, compared to 16.0% in Canada. Despite the youthfulness, the number of seniors has doubled

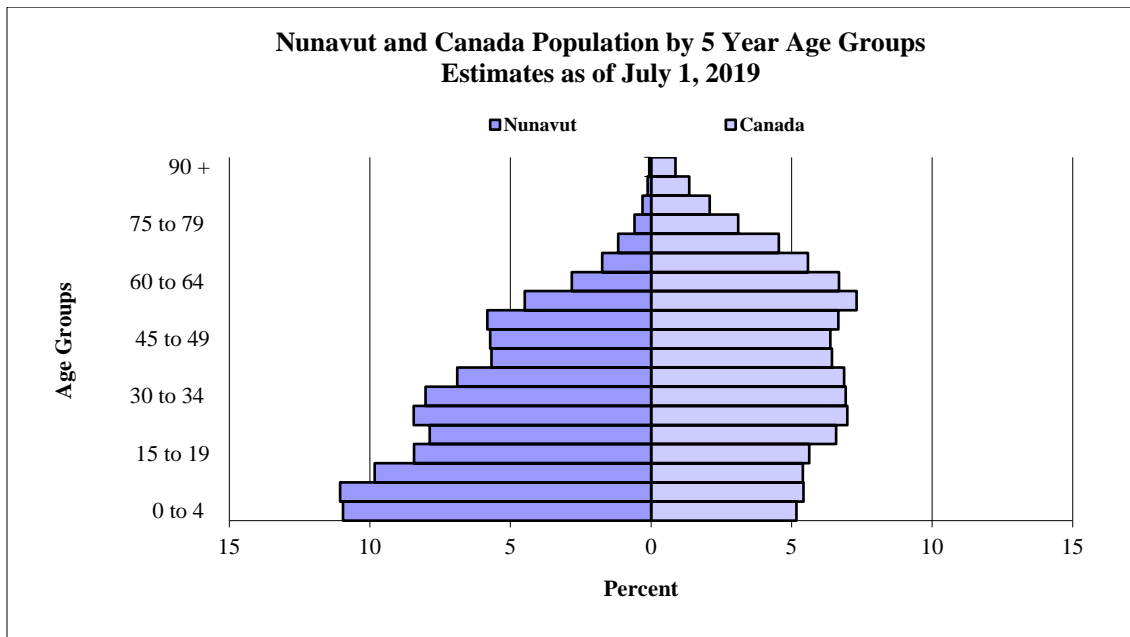
since 2007. Nunavummiut over 64 make up 4.0% of the population, as compared to 17.5% in Canada.

**Nunavut and Canada Population by age groups
Estimates as of July 1, 2019**

Age Groups	Nunavut	Canada	Nunavut %	Canada %
Less than 15 years	12,348	6,014,289	31.8	16.0
15 to 64 years	24,884	24,982,362	64.2	66.5
65 years and over	1,548	6,592,611	4.0	17.5
Total	38,780	37,589,262	100	100

Source: Statistics Canada, Demography Division

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



Source: Statistics Canada, Demography Division

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

Geography

Nunavut’s many beautiful landscapes, natural resources and ecological zones provide many opportunities. However, the sheer size of the territory in relation to its population causes considerable challenges as well. Nunavut covers 1.994 million square kilometres of land mass, with a population estimated at 38,780 (as of July 1, 2019). This results in a population density of only 0.02 people per square kilometre. By comparison, Canada has a population density of around 3.6 people per square kilometre (based on 9.985 million km², with a population of 37,589,262).

Nunavut Community Population Estimates as of July1, 2017

Iqaluit	8,242	Naujaat	1,231
Arviat	2,919	Coral Harbour	950
Rankin Inlet	2,984	Kugaaruk	1028
Baker Lake	2,152	Hall Beach	908
Igloolik	1,983	Sanikiluaq	964
Cambridge Bay	1,858	Arctic Bay	903
Pond Inlet	1,773	Qikiqtarjuaq	625
Pangnirtung	1,526	Chesterfield Inlet	433
Kugluktuk	1,531	Whale Cove	473
Gjoa Haven	1,405	Kimmirut	415
Cape Dorset	1,526	Resolute	211
Clyde River	1,149	Grise Fiord	137
Taloyoak	1,080	Unorganized Areas	0

Source: Nunavut Bureau of Statistics

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

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

Economy

Nunavut’s mixed economy is characterized by a relatively large public sector and a rapidly 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 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 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.

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. It is in the Kivalliq region that Agnico Eagle operates its two mines in our territory. For 2018 and 2019, gold production at the Meadowbank mill was on a decline, due to depletion. It is now on the rise thanks to extraction from the relatively new Whale Tail deposit. The company also owns the Meliadine gold mine near Rankin Inlet, which started commercial production in May 2019. Agnico Eagle has indicated that the company plans to operate in Nunavut well beyond the next decade.

In the Qikiqtaaluk region, the Baffinland's Mary River mine shipped a record 5.1 million tonnes of iron ore in 2018, up from 4.2 million tonnes in 2017. Expected production of 6 million tonnes is anticipated for 2019. This amount could double by year 2022 if their Phase 2 Expansion receives approval. This would involve the improvement of the port facilities at Milne Inlet and the construction of an ore-hauling rail system along the existing road corridor. The large number of deposits and their significant size would allow this operation to run for generations. The high grade of the ore produced allows for direct shipping without further treatment. It also commands a premium on the market.

In the Kitikmeot region, TMAC Resources Inc. operates 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. According to plans, major improvements would lead to the production of 170,000 ounces in 2019, with a recovery rate ranging between 80% and 84%. The output is now expected to be about 10% below that figure. TMAC anticipates achieving closer to 90% or better recovery rates.

Despite the Government of Canada's moratorium on offshore oil and gas leasing in the country's Arctic waters through to December 20, 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.

Nunavut's petroleum potential is believed to be significant. Spanning more than one-fifth of Canada's land mass, the territory is estimated to hold approximately one-fourth of Canada's total petroleum resource endowment. Historical geological data suggest vast resources in Nunavut's three dozen sedimentary basins 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. The economic impact of tourism is also on the rise. Looking at cruise ships in 2019, over \$721,000 were spent in the communities by tour operators. This is in addition to personal spending of the 4,611 passengers that disembarked and visited the communities.

Tourism brings external capital into the territory and promotes Inuit culture. It enhances Nunavut's reputation in Canada and abroad. Air travel costs and access still remain the main obstacles to grow the sector.

Labour Market

The Nunavut Bureau of Statistics monitors and reports monthly on labour force statistics.

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

On average, from July 2019 to September 2019, the number of employed people in Nunavut was estimated at 14,100, which was up from the same period in the previous year. Also, on average for

July 2019 to September 2019, the employment rate stood at 53.7%, while the unemployment rate was estimated at 13.7%.

In the short-term, over the past 12 months, employment for Inuit showed an increase and Non-Inuit residents has been showing signs of increase. The Inuit employment rate decreased 0.3 percentage points or from 45.1% to 44.8%. For Non-Inuit, the rate went down by 2.1 percentage points and currently stands at 89.1%.

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 December 2019, there were currently 92 active apprentices, and 15 trade qualifiers for apprenticeship in Nunavut. We currently have 10 Apprentice applications and registration levels have held relatively consistent in the past seven years, indicating the industry's continued support for apprenticeship. We anticipate a rise in applications in 2020 due to the new one-year Skilled Trades Worker Diploma Program being offered in Rankin Inlet.

Based on current labour market information and statistics regarding the educational attainment rates of young Nunavummiut, there is a growing need for targeted youth programs, for Nunavummiut who are not in school and between the ages of 15-30. As a result, new youth labour market training initiatives are being developed and delivered 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 2019/20 academic year, 409 FANS applications were approved for funding for (as of Fall semester). For the 2018/19 academic year, 402 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

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

Given the high rates of Nunavummiut on Income Assistance, the Department of Family Services is exploring ways to better support Nunavummiut on Income Assistance, and provide greater opportunities to help more Nunavummiut move 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. It has multiple dimensions related to food insecurity, inadequate access to housing, poor health, low rates of school achievement, addictions, and family violence. In 2016, the median income in Nunavut was \$27,306, and the 2015-16 Canadian Community Health Survey measured household food insecurity in Nunavut at 50.8%, with 72% of children under the age of 18 living in food insecure households.

Homelessness is a widespread issue affecting the lives of many Nunavummiut across the territory. Many homes are overcrowded and shelters in Nunavut operate at overcapacity and there are urgent infrastructure needs to be addressed. While the purpose of homeless shelters is to provide short-term (4-6 week) shelter in the event of an emergency, the majority of shelter clients are long term or recurring residents. Nunavut's first and only transitional housing program is anticipated to open in Iqaluit for men in Spring 2020. There remains a significant gap in the transitional, supportive, and suitable affordable housing options needed to help Nunavummiut move out of homelessness towards independent living.

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.

Social and Cultural Environment

Culture and Heritage

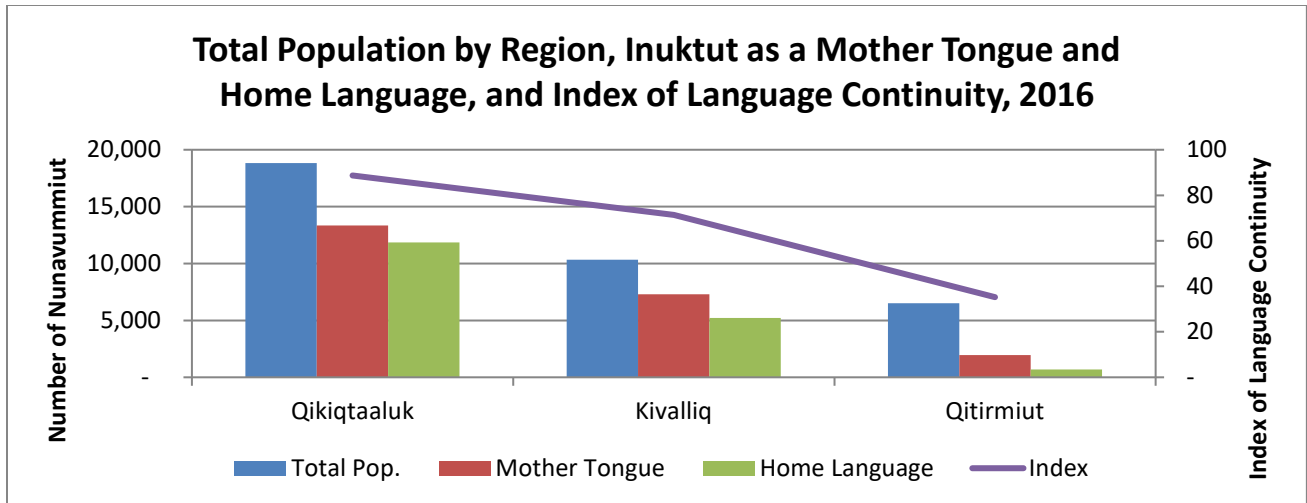
Nunavummiut have expressed a desire to have a government that reflects Inuit values, traditional knowledge, and approach to life. The Government of Nunavut continues to work at integrating Inuit Societal Values in all of the government's policies, programs, and workplaces; makes progress towards a representative 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 Inuktut 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 Inuktut 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 Inuktut remains at the forefront of Inuit society.

In 2008, Nunavut adopted unique and historic legislation to protect and promote Inuktut. 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 Inuktut 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 Inuktut and its speakers by protecting and promoting its use, quality, and prevalence throughout Nunavut society. The Act guarantees the right to education in Inuktut, protects unilingual and bilingual territorial public servants who prefer to work in Inuktut, and defines specific obligations for government, municipalities, and businesses for the provision of their day-to-day services generally available to the public in Inuktut.

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

Iviqtippalliajut: In the Process of Falling into Place" will give the government the foundation it needs to create programs, policies and services that are culturally relevant and meet the needs of Nunavummiut. Iviqtippalliajut provides a road map for the GN on what will be required to ensure that Inuit Societal Values are in the forefront of every government decision. The implementation of Iviqtippalliajut will require a collective effort from the GN in order to achieve the framework's goals and strategic priorities.

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

A continuous competition for teachers across Canadian jurisdictions imposes significant pressures on availability of adequate educators, especially in Nunavut. Geography also continues to affect the delivery of education at all levels in Nunavut as it influences all aspects of the educational system ranging from early childhood to post-secondary education. Nunavut's vast geography and the remoteness of its communities often results in a lack of adequate infrastructure and other resources such as human resource capacity needed by the education sector and occupations. This directly leads to higher costs for essential resources needed for the delivery of educational

programming and places constraints on the development and implementation of new projects and initiatives. As many students in the communities rely on distance education to take advanced courses, such as math and science for post-secondary studies, the challenges related to information technology infrastructure and bandwidth continues to create disparities in course offerings.

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

Early Learning and Child Care

The availability of affordable childcare is critical as Nunavut seeks to increase the median level of education of its citizens. With increasing graduation rates and a greater number of post-secondary graduates, more Nunavummiut are prepared to participate in the labour force, 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 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 2016*, 11th edition, April 2018). Availability of childcare spaces (both full and part-time), in relation to population size of children aged 0-5 has gone down for Nunavut, from 22.6% (2014) to 18.3% (2016) whereas the Canadian average has gone up from 24.1% (2014) to 28.9% (2016). 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 continuously 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 inception 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.

The Department is actively taking steps to strengthen its system of inclusive education, including allocating additional resources, developing tools and enhancing the knowledge and skills of school staff. Soundfield systems have been installed in all classrooms to better support students with hearing loss. The Department hosts annual principal, student support teacher and Ilinniarvimmi Inuusilirijiit conferences to provide continuous training and in-servicing on best practices in inclusive education.

Nunavut's school average attendance rate was 64.8% in 2018/19 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 the development of 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 the quality and number of programs delivered at the post-secondary and academic readiness levels in order to support advanced learning. In recognition of the need to provide adult learners with an alternate pathway to attain their secondary school diploma, the Pathway to Adult Secondary School (PASS) program has been developed and currently has learners from fifteen communities enrolled in the program.

The Department of Education and Nunavut Arctic College are collaborating on the review and renewal of the Nunavut Teacher Education Program (NTEP) to better support post-secondary learning at the community level. The program has recently been renewed under a 10-year partnership agreement between Nunavut Arctic College (NAC) and Memorial University of

Newfoundland (MUN). The refocused program takes a laddered approach to teacher training in the territory and is expected to strengthen Inuit language and culture in schools.

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 use, 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 2018, there were 57 cases of TB in Nunavut. Nunavut's TB rate is approximately 50 times higher than the national average. Tuberculosis rates in Nunavut are exacerbated by multiple overlapping factors. Social determinants of health, including housing conditions and income levels, affect Nunavummiut's overall health outcomes. For TB, overcrowded housing, smoking, and long winters necessitating more time indoors, are particular concerns.

The Government of Nunavut's Department of Health is responding to the high rates of TB. Community-wide screenings (CWS) were completed in three communities: Qikiqtarjuaq, Whale Cove and Cape Dorset. These clinics were the collaborative effort of multiple territorial departments, the hamlets, 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, quality of care and patient safety, investments in care providers, and streamlining bureaucratic processes.

Health Information

The Department of Health's Interoperable Electronic Health Record program called MEDITECH has been implemented in all 25 Nunavut communities and two referral centres, 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. The use of MEDITECH has allowed clinicians to have role-based access to patient charts including diagnostic images and reports, regardless of where the patient was seen in, or even outside, the territory.

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.

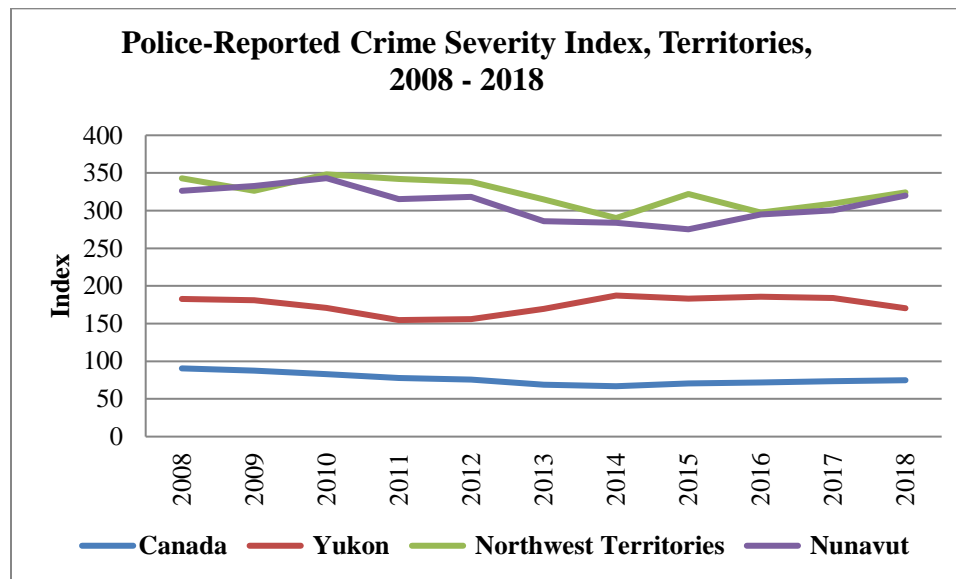
Justice & Crime Prevention

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

Crime Rate

Although there has been a decrease in overall reported crime rates, the rate of violent crime in Nunavut still far exceeds the national average.

The crime severity index calculates the seriousness of the average crime reported by taking into account the harm caused and sentence imposed. The crime severity index for Nunavut in 2018 was 319, which is second only to the Northwest Territories (324), and far exceeds the national average of 75.



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 abuse is a major factor in criminality in the territory.

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

Addressing the root causes of crime through community driven and culturally appropriate initiatives is essential to tackling our crime rates. The Community Justice Division of the Department of Justice 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 approach involving individuals, families, communities, private organizations, the police, and various government departments. In 2015, the Community Justice Division collaborated with the Department of Health to establish the Ikajuqtiinni Project focusing on crime prevention and wellness at the community level.

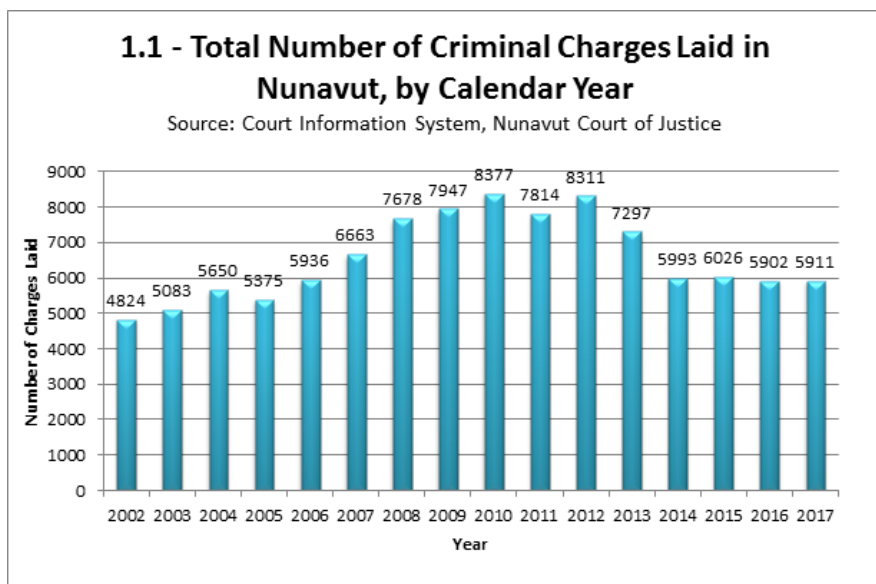
Corrections

The Government of Nunavut is making progress in its corrections role. The Department of Justice opened Nunavut’s first women’s correctional facility in June 2010, the Rankin Inlet Healing Centre in February 2013, and the Makigiavik Correctional Centre in 2015. These facilities have helped to alleviate corrections overcrowding and have facilitated the 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 facility in Iqaluit that will offer a long-term solution to corrections capacity Nunavut.

Courts

High crime rates place extra stress on the court system. Criminal cases continue to consume a substantial proportion of the Nunavut Court of Justice’s time and resources. The Nunavut Court of Justice, as Canada’s only unified trial level court, presides over all summary and indictable criminal matters from homicides and attempted murder charges to less serious criminal charges. There are currently six resident judges with the Nunavut Court of Justice. Justice Susan Charlesworth and Justice Christian Lyons received appointments in June 2018. 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 status as Superior Court Judges in the two other territories.

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



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

Policing

The RCMP continues to work diligently to ensure public safety and security in Nunavut Communities. RCMP “V” Division has 162 positions under the territorial contract, with officers in 25 communities across Nunavut.

In recent years the RCMP has focused efforts on the illegal sale of drugs and alcohol through increased intelligence gathering and community dialogue. By sharing information and listening to communities, the RCMP continues to build relationships, which helps 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, both parties are focused on the recruitment of Inuit officers and the promotion of Inuktitut among officers. 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 (“LSB”) are working in partnership to ensure that Nunavummiut who qualify for legal aid services receive quality legal representation in the areas of criminal, family and civil law.

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

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

In 2018/19 LSB maintained its stable practice and services delivery in the criminal, family and civil portfolios. There were 511 applications for full coverage in criminal law, and 633

applications in family and civil law. LSB staff attended 389 circuit weeks throughout Nunavut, and 24 discrete trial weeks in various communities.

The Nunavut Court of Justice has been diligently working to reduce wait times and to ensure that the Nunavut Court of Justice regularly holds court in each community in Nunavut. Recent statistics Canada information has indicated that Nunavut has the second shortest judicial wait times in Canada.

Trends

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

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

Those involved in the justice system in Nunavut must be able to look forward and anticipate developing trends in crime. The illegal importation of prescription drugs, the abuse and trafficking of heavier narcotics (such as cocaine and heroin), money laundering and fraud are examples of crimes not yet prevalent in the Territory but which the RCMP has noted occurrences of in recent years. It is important for all justice stakeholders to anticipate and respond to any increase in new types of crime that could seriously affect the health and safety of our communities.

Environment

Land

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

Nunavut is also rich in non-renewable resources, and our land provides 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.

At present, 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 emerging federal regulations and newer and more efficient aircraft. A major runway rehabilitation project is underway in Clyde River and a major runway and airport lighting project is planned for Hall Beach. Planning is underway for replacement of air terminal buildings in Rankin Inlet, Chesterfield Inlet, Naujaat, Kugluktuk, Whale Cove and Kimmirut.

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 in most communities 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 recent years the Government of Canada has begun to recognize the need for federal investments in Nunavut's marine infrastructure. Work is underway on major marine infrastructure projects in Iqaluit and Pond Inlet that will vastly improve sealift operations and overall access to marine activities. Marine infrastructure projects, funded through the Inuit Impact and Benefit Agreement for the Tallurutiup Imanga National Marine Conservation Area, are also planned for Arctic Bay, Clyde River, Resolute and Grise Fiord. Through a contribution from the federal Oceans Protection Plan, the Department of Economic Development and Transportation is commissioning a marine infrastructure scoping study intended to identify opportunities and priorities for future marine infrastructure investments across the territory.

Communications

Reliable and affordable access to telecommunication services, including broadband internet is vital to Nunavut's economic future, to ensure efficient communications, improve quality of life, 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.

Improved telecommunications align with the Turaaqtavut priorities to improve the quality of life for Nunavummiut with the following priorities:

- We will work towards the well-being and self-reliance of our people and communities.
- We will develop our infrastructure and economy in ways that support a positive future for our people, our communities, and our land.
- We will provide education and training that prepares children, youth and adult learners for positive contributions to society and for meaningful employment.

Broadband improvements in health care will enable better health care with capabilities such as the ability to perform x-rays, early cancer detection, eye doctor appointments, telemedicine, specialist appointments and access to services not currently available as a result of limited broadband communications.

Education benefits from increased broadband include distance learning, new technologies, online collaboration and cloud applications, all of this making education more affordable and accessible for students.

Improved telecommunications services will create new economic development opportunities for Nunavut. The ability to access cloud-based services and technologies will enable new business opportunities including mining, data centres, and the service industry.

Nunavut has significantly benefited 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 were completed in May 2019 bringing an estimated additional 12 gigabytes of internet broadband capacity to Nunavut communities.

In our continuous effort to promote better telecom services for Nunavummiut, the Government of Nunavut 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 framework, as well as eligibility and assessment criteria for proposed projects.

The Government of Nunavut is undertaking the preparatory work necessary to initiate a marine survey to explore fibre connectivity. The marine survey is an essential milestone to build an undersea fibre optic network, as it will gather key information to inform decisions relating to fibre routes and related costing details. With accurate costing information for construction of the undersea fibre, the Government of Nunavut 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 Government of Nunavut departments and corporations to ensure fair, ethical, and transparent procurement and contracting is followed.

The Nunavummi Nangminiqagtunik Ikajuuti Implementation Act and regulations, the Government of Nunavut's preferential procurement policy mandated by the Nunavut 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, Community Infrastructure 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.

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 their lifecycle expectations and increased demand due to growing community populations placing 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 Government of Nunavut 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 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 Integrated Community Infrastructure Sustainability Plans have now evolved to *living documents* through the integration of an online webtool, www.buildingnunavut.com. This webtool now provides each municipality with the ability to continually update and amend their capital plans, helping communities achieve their environmental, cultural, social, and economic goals.

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

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

Municipal Capacity

The Government of Nunavut supports building human resource capacity for municipalities through support of the Municipal Training Organization. The Municipal Training Organization has a mandate to identify community staff training needs; provide training to address those needs; and to encourage the use of best practices – with the goal of continuous performance improvement in municipal operations. The Municipal Training Organization 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 Municipal Training Organization conducts ongoing assessment of its training programs and courses to ensure they continue to be relevant and appropriately engaging for municipal staff. Municipal staff, GN staff and adult education experts provide constructive feedback and technical expertise on Municipal Training Organization courses. The Municipal Training Organization will continue to review and update all courses periodically to ensure they are relevant and specific for municipal operations.

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

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 a well-skilled and effective public service. High demand for talent in today's highly mobile and global labour market, and a small labour pool continue to make it a challenge for the GN to reach full staffing capacity.

Outreach efforts in promoting the GN as an employer of choice, identifying role model employees as brand ambassadors, working with departments and public bodies to prioritize skills, reviewing the staffing process, and building a talent pool are some of the activities the GN is focusing on to improve capacity.

As of September 30, 2019, GN departments and public bodies had an average capacity of 71%, although this number varies from community to community. For example, Kugaaruk was at 87%, whereas Pond Inlet and Resolute Bay were at 63%. The 2018-19 Public Service Annual Report indicates the retention rate as 79%. This rate fluctuates from year-to-year but it's relatively stable.

However, 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. New programs targeted at Nunavut Inuit employees have been developed and implemented (Amaqtaarniq 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 increase and enhance Inuit employment in the GN.

As of September 30, 2019, overall Inuit representation across all employment categories in the public service was 50%, stable across the eight (8) 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.

As of September 30, 2019, there were 5,137 GN positions, with Nunavut Inuit occupying 1,835 of the 3,654 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 47% (Resolute Bay) to 77% in Clyde River.

Acquisition of Goods and Services

The Government of Nunavut's procurement services continue to evolve and improve the level of service to all Government of Nunavut departments and to the general public. Contract Regulations 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 fuel products is affected by supply and demand for oil on the world markets, as well as currency exchange rates. Crude oil and refined

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

In 2019-20, the average West Texas Intermediate price of oil has averaged \$57.40/barrel, a decline of 9.2% from the average price of \$63.25 experienced in 2018-19. These declines will provide partial relief to the Government of Nunavut, as well as businesses and residents in Territory. The Division continues to utilize financial instruments such as futures contracts, as well as other strategies, such as a recent shift in its pricing benchmark to the New York Mercantile Exchange, in order to achieve savings in fuel products. However, given the volatile nature of oil prices, and the Territory's dependence on fuel products for its energy needs, the price for oil continues to play a significant role in the Government of Nunavut's long term fiscal planning.

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

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, 2019 to March 31, 2024), and has committed to the Canada Health Transfer and the Canada Social Transfer until at least 2024. GN Finance officials will continue to work closely with federal, provincial, and territorial colleagues to ensure that the GN benefits fully from national funding initiatives.

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

Housing

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

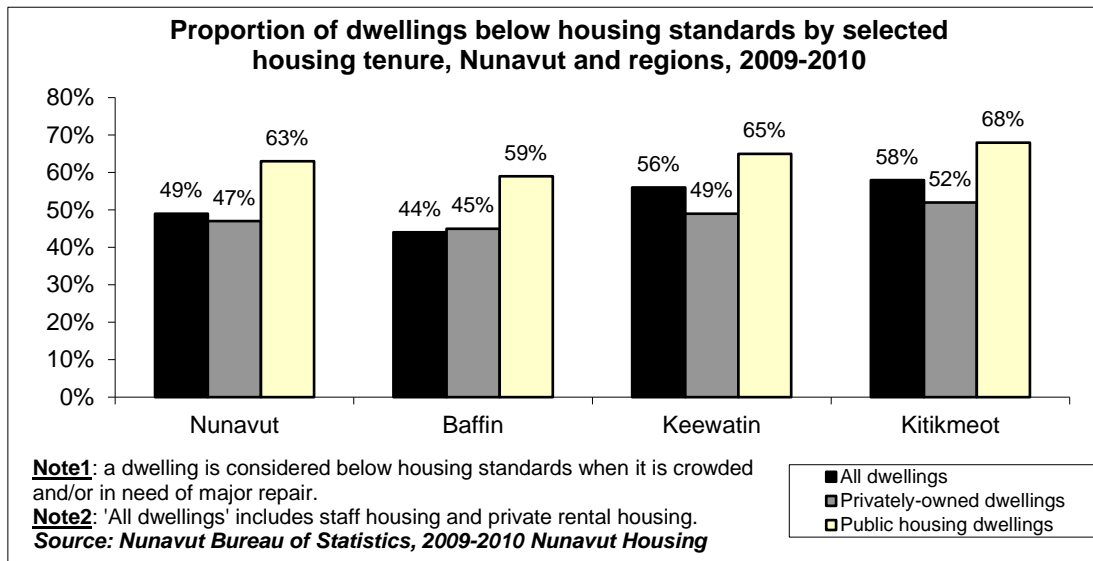
- 35 % of Nunavut homes were overcrowded;
- 23% of Nunavut homes were in need of major repairs;
- Approximately 4% of the population (1,220 individuals) was "homeless" – including those living temporarily in another person's dwelling.

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, 2019 by occupational category:

September 30, 2019	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	34	11	23	68%	9	39%
Senior Management	142	35	107	75%	20	19%
Middle Management	415	106	309	74%	83	27%
Professional	1664	463	1201	72%	332	28%
Paraprofessional	986	349	637	65%	392	62%
Administrative Support	1262	358	904	72%	764	84%
TOTALS	4503	1322	3181	71%	1600	50%

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

Inuit Employment Plan - Departments

The following table is a snapshot of the public service as of September 30, 2019 by department:

September 30, 2019	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Community & Government Services	455	125	330	73%	145	44%
Culture and Heritage	98	27	71	72%	56	79%
Economic Development & Transportation	146	53	93	64%	57	61%
Education	1347	189	1158	86%	565	49%
Environment	142	50	92	65%	43	47%
Executive & Intergovernmental Affairs	85	20	65	76%	51	78%
Finance	220	64	156	71%	64	41%
Health	1261	579	682	54%	337	49%
Human Resources	112	46	66	59%	38	58%
Family Services	240	54	186	77%	119	64%
Justice	398	115	283	71%	125	44%
TOTALS	4503	1322	3181	71%	1600	50%

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

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

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

Government Wide Plan

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

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

Carrying out these initiatives across the departments and agencies will result in the Government of Nunavut achieving enhanced Inuit employment by March 31, 2021. The following identifies the targets by occupational category:

March 31, 2021	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	35	3	32	91%	17	53%
Senior Management	148	16	132	89%	39	30%
Middle Management	414	70	344	83%	112	33%
Professional	1671	405	1266	76%	402	32%
Paraprofessional	967	271	697	72%	462	66%
Administrative Support	1300	250	1050	81%	848	81%
TOTALS	4534	1014	3520	78%	1879	53%

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

The following is a snapshot of the Inuit employment targets for March 31, 2021 by department:

March 31, 2021	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Community & Government Services	462	117	345	75%	154	45%
Culture and Heritage	98	22	76	78%	62	82%
Economic Development & Transportation	155	37	118	76%	73	62%
Education	1357	162	1195	88%	617	52%
Environment	133	35	98	74%	50	51%
Executive & Intergovernmental Affairs	87	13	74	85%	58	78%
Finance	229	37	192	84%	90	47%
Health	1253	411	842	67%	447	53%
Human Resources	117	18	99	85%	62	63%
Family Services	235	43	192	82%	126	66%
Justice	410	120	290	71%	141	49%
TOTALS	4534	1014	3520	78%	1879	53%

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

Initiatives Specifically Designed for Inuit

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

Priority Hiring Policy

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

Restricted Competitions

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

Sivuliqtiksat Internship Program

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

Trainee and Internships

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

Inuktitut as a First Language

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

Policy Foundations Program

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

Amaqtaarniq Education Program

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

Career Broadening Program

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

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

Training Travel Fund

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

Initiatives Available for All Government of Nunavut Employees

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

Policy Development Program

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

Hivuliqtikhanut Leadership Program

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

Education Leave

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

Trainer's Allowance

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

Learning and Development Courses

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

Specialized Training Fund

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

Mentorship

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

Inuktitut as a Second Language

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

Learning Plans

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

Occupational Certificate Training Programs

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

Restricted Competitions

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

Summer Student Employment Equity Program

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

Transfer Assignments

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

Orientation

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

Specific Departmental Initiatives

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

**Department of
Executive and
Intergovernmental
Affairs**

**Business
Plan**

2020-2023

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CORE BUSINESS

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

	Budget (\$000)			
	2019-20	2020-21	2021-22	2022-23
Directorate	8,078	8,269	8,269	8,269
Strategic Planning	2,660	2,686	2,686	2,686
Intergovernmental Affairs	6,071	5,866	5,866	5,866
Devolution Secretariat	2,255	2,243	2,243	2,243
TOTAL	19,064	19,064	19,064	19,064

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)	2019-20	2020-21	2021-22	2022-23
Premier's Office		1,351	1,351	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

Ministers' Offices	2,959	3,039	3,039	3,039
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Each Minister has a budget to cover two staff and relevant operational expenses. The Ministers, within the general framework set by Cabinet and legislation, guide the activities of these offices.

Commissioner's Office	295	327	327	327
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The Commissioner and Deputy Commissioner of Nunavut are federal appointees, similar to a provincial Lieutenant Governor. The Commissioner performs constitutional and statutory duties and assists in protocol and cultural capacities supported by one staff person.

Deputy Minister	631	680	680	680
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This office supports and organizes the overall work of Cabinet and its committees. It also coordinates the Deputy Ministers Committee and its subcommittees, as well as leading interdepartmental policy coordination.

Corporate Services	1,173	1,187	1,187	1,187
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Corporate Services provides financial and administrative support to the Department of Executive and Intergovernmental Affairs, the Office of the Premier, the Cabinet Ministers, and the Commissioner of Nunavut. This program provides human resource support, planning and evaluation, budget development, analysis and control, and departmental financial accounting and payment services.

Access to Information and Protection of Privacy	329	317	317	317
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This office ensures compliance with the *Access to Information and Protection of Privacy Act* (ATIPP) and provides coordination of all ATIPP issues, activities and training. The office also provides consultative services to government staff in relation to access to information requests and internal processes related to access and privacy.

Utility Rates Review Council	475	437	437	437
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The Utility Rates Review Council (URRC) is an arms-length advisory council. It responds to its mandate as set out in the *Utility Rates Review Council Act*. It provides advice and recommendations to the responsible Minister of a designated utility or any other Minister. It advises on matters concerning the imposition of rates and tariffs related to the provision of electricity service, permission for major capital projects and any other matters related to a utility that are referred to the Council. This regulatory model helps balance the public interest in the context of the objective of providing safe, reliable and affordable electricity service to the ratepayers of Nunavut by Qulliq Energy Corporation.

Communications	865	931	931	931
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As a centralized function, the Communications Division provides support to government departments and agencies in the development of communications products and services. By offering advice and assistance in planning and co-ordination, the Communications Division aids the departments in developing strategies for public relations, media relations, and internal

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

Total, Directorate	8,078	8,269	8,269	8,269
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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.
Status: Through their central coordination role, the department ensures that government structures, processes, and programs operate in a fiscally responsible manner that supports action on Turaaqtavut priorities.
- Implement a comprehensive communications plan to realize the goals of Turaaqtavut, with measurable benchmarks, timelines and specific deliverables.
Status: The integrated communications plan and deliverables are being consolidated into one document which will include measurable benchmarks, timelines and specific deliverables.
- Ensure that GN-wide standard operating procedures for communications are developed and implemented to ensure consistent standards of service across departments.
Status: The department is working in collaboration with GN departments to develop a GN-wide process for media monitoring and coverage analysis. Completion is anticipated by March 2020.
- Proceed to update the exiting Corporate Communications Policy and Social Media Policy.
Status: This priority has been delayed. The Corporate Communications Policy and Social Media Policy will be renewed once the GN-wide communications review is complete. The communications review will be completed by March 2020.
- Initiate a thorough review of GN communications tools including the Government of Nunavut website, the GN branding program, and the Visual Identity Program.
Status: A preliminary findings report is complete and presented to stakeholders in December 2019. A final report and recommendations are anticipated to be completed and presented by March 2020.
- 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.
Status: A general rate application was not received. In November 2019, the Council received a major project permit application from Qulliq Energy Corporation to replace the plant in Arctic Bay and move it outside of the community to a location along the Nanisivik road.
- 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.
Status: The Conference was attended by the Vice-Chair for the Council. There was a panel discussion on Bill C-69 and the dismantling of the National Energy Board.

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.
- Implement government-wide communications review recommendations designed to ensure consistent standards of service across departments.
- Upgrade and update the GN web platform and GN website.
- Renew the GN Corporate Communications Policy and the GN Social Media Policy.
- The Utility Rate Review Council will work with the Canadian Association of Members of Public Utility Tribunal to provide basic training for new Council members. Members will rotate their participation in Canadian Association of Members of Public Utility Tribunal's meeting.
- The Utility Rate Review Council received a major project permit application from Qulliq Energy Corporation to replace the plant in Arctic Bay. The Council report on this application is due in early 2020.

Priorities (2021-22)

- Finalize implementation of the government-wide communications review recommendations designed to ensure consistent standards of service across departments.
- Initiate an evaluation of the GN Integrated Communications Strategy to ensure alignment with Turaaqtavut priorities.
- Ensure training opportunities are provided for the Utility Rate Review Council to remain at the forefront of regulatory issues.
- The Utility Rate Review Council expects to receive a Qulliq Energy Corporation's General Rate Application along with new major project permits to replace aging power plants.

Priorities (2022-23)

- The Utility Rate Review Council will continue to provide recommendations on all applications from the Qulliq Energy Corporation.
- Utility Rate Review Council members will receive training provided by the Canadian Association of Members of Public Utility Tribunal held at Queen's University each June.

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)	2019-20	2020-21	2021-22	2022-23
Policy and Planning		1,838	1,849	1,849	1,849
This division provides policy support and advice to Cabinet and government departments, as well as liaises with other organizations at the policy level.					
Statistics		577	594	594	594
<i>Nunavut Kiglisiniaqtiit</i> (Nunavut Bureau of Statistics) is the GN's central statistical agency. It collects, analyzes and distributes statistical data on Nunavut, and provides assistance and advice on the use of statistical data. <i>Nunavut Kiglisiniaqtiit</i> is also Statistics Canada's statistical focal point for Nunavut, and as such represents Nunavut's interests within the national statistical system.					
Evaluation		245	243	243	243
The Evaluation section conducts program evaluations and serves as a resource to GN departments and agencies with respect to evaluations and performance measurement.					
Total, Strategic Planning		2,660	2,686	2,686	2,686

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.
Status: The department is working on a government-wide policy development process, which incorporates input and feedback from Tuttarviit and the Inuit Qaujimajatuqangit Katimajiit. The new draft policy development process is expected to be shared with stakeholders by March 2020.
- Participate in the revision 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 by the Department of Human Resources.*

- 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.
***Status:** The Bureau is developing a list of key organizations, from which data on existing leadership positions and genders of position holders will be collected. A detailed analysis of male-female split is anticipated to begin in 2020-2021.*
- 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.
***Status:** The Bureau prepared statistical tables, releases and updates from the census and the surveys. These were then published on its websites and released to various data users for research activities, policy design, program reviews and other analytical tasks.*
- Explore the feasibility of increasing Nunavut Bureau of Statistics' capacity to conduct telephone and online surveys on social and economic issues in Nunavut.
***Status:** In October 2018, the computer-assisted telephone system of interviewing being used by Yukon Bureau of Statistics was examined for possible replication in Nunavut. The Bureau discussed the possible acquisition of the software and other facilities with IT specialists.*
- 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.
***Status:** The Bureau developed a survey design and draft questionnaire with the Workplace Safety Division of the Department of Human Resources. A steering committee was established in July 2019 to provide technical support for conducting the survey.*
- 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.
***Status:** The Bureau worked with Statistics Canada, Status of Women Canada and other partners to undertake the feasibility study in February 2019. The main findings were that the use of surveys may be sub-optimal, given the College's small student population and potential for privacy and confidentiality issues.*
- 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.
***Status:** The Bureau worked with Statistics Canada's Centre for Gender, Diversity, and Inclusion on the Workplace Sexual Harassment and Sexual Misconduct Survey and other gender-based surveys, which led to an expansion of the frame to cover more labour force participants.*
- 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.

Status: The survey was completed in March 2019 and the findings will be published by the Bureau on its websites by March 2020.

- 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.
Status: Work-in-Progress tables and files on Gross Domestic Product, Consumer Price Index, Consolidated Canada Government Finance Statistics, Fiscal Data, Wholesale Trade, Retail Trade and other metadata files were verified and validated by the Bureau before being re-submitted to Statistics Canada and included in the national statistical system.
- Expand the Nunavut job vacancy database by including components that reflect Nunavut employment priorities and hiring preferences.
Status: Four key variables were incorporated into the database and data are being collected to assess the extent to which job advertisements are reflective of GN hiring preferences. These include knowledge of Inuit Societal Values, familiarity with Inuit culture and traditions, prior presence in or engagement with Nunavut, and the ability to speak, read or understand local languages.

Priorities (2020-21)

- Ensure effective implementation of the new policy development process which incorporates feedback from Tuttarviit and the Inuit Qaujimagatuqangit Katimajit within legislation and policy.
- Collaborate with Statistics Canada and other partners on information dissemination, field operations and other activities to ensure a successful 2021 national population and dwelling census.
- Support identification, recruitment and training of Nunavut Inuit interviewers and community guides for the 2022 Indigenous People's Survey.
- Collaborate with Employment and Social Development Canada, Statistics Canada, NTI and other agencies to undertake the Nunavut Inuit Labor Force Analysis and disseminate findings of the report to promote attainment of Inuit employment objectives.
- Collaborate with Statistics Canada and Community and Government Services to undertake the Canada Core Public Infrastructure Survey to identify available assets and infrastructural facilities, their existing worth and state of use or disrepair in all Nunavut communities.
- Liaise with Nunavut Poverty Reduction Secretariat and use the Market-Based Measure approach to assess levels of poverty in the territory.
- Provide support to expand and refine the survey frame through addition of new contact data, ensure improvements in GN's information technology systems to ease submission of completed survey questionnaires and undertake other survey activities for the upcoming Nunavut Government Employee Survey.

Priorities (2021-22)

- Work with Nunavut organizations and Statistical Bureaus in the three territories to improve the Northern Data Strategy to ensure surveys are undertaken in accordance with indigenous cultures and societal values.
- Liaise with the Nunavut Arctic College to revise the College's course curricula to include modules on statistical methodologies in order to deepen statistical skills and expand the use of statistical data in policy and program design in Nunavut.
- Provide relevant statistical data to the Socio-Economic Monitoring Committee and assist in using the data to assess changing community livelihoods and new socio-economic dynamics that have emerged from mining investments and mineral prospecting activities of extractive industries.
- Assess the feasibility of establishing a Nunavut-based team of local interviewers who would partner with the Bureau to collect data for Statistics Canada surveys.
- Identify key labour market indicators and use them to improve the quality of the occupational demand and supply model.

Priorities (2022-23)

- Contribute toward the establishment and functioning of the Statistical Population Registry and the Building Registry to provide data users with easy access to updated data on a regular basis.
- Undertake a survey evaluation of the Nunavut Food Price Survey in order to improve coverage, timeliness, data collection methods, analytical tools and result dissemination.
- Collaborate with Employment and Social Development Canada, Statistics Canada and other agencies in survey planning, design, awareness promotion and survey implementation to ensure the Indigenous People's Survey is successfully undertaken in all Nunavut communities.
- Assess the Nunavut Government Employee Survey to determine non-response errors, coverage errors, measurement errors, outliers and other challenges encountered in the survey and thereby improve upon the design and implementation of the next survey cycle.

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 trade and immigration. It is also responsible for the establishment of and support for the network of Government Liaison Officers in communities throughout Nunavut.

Objectives

- Enhance and foster strong working relationships with other governments, including provincial, territorial, federal and foreign.
- Coordinate the development of government strategies, policies and initiatives relating to Nunavut's federal, provincial and territorial relations and participate in federal, provincial and territorial meetings.
- 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)	2019-20	2020-21	2021-22	2022-23
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Intergovernmental Relations		1,305	1,126	1,126	1,126
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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 and immigration. IGR is also responsible for the development of guidelines for territorial protocol and procedures to be followed at events organized by the territorial government.

Aboriginal & Circumpolar Affairs		817	788	788	788
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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 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.

Government Liaison	3,649	3,652	3,652	3,652
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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.

Protocol	300	300	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.

Total, Intergovernmental Affairs	6,071	5,866	5,866	5,866
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Priorities (2019-20)

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

Status: The department has undergone an organizational review and is considering options to provide central 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.

Status: The department worked in collaboration with GN departments to develop the Nunavut Chapter of the federal Arctic and Northern Policy Framework. The department has also been working with Nunavut Tunngavik Incorporated to renew the GN/NTI Protocol, establish a new Article 32 Policy and develop an Information Sharing Agreement to facilitate implementation of Article 32 obligations.

Government Liaison Officers continue to look at opportunities to expand its services by working collaboratively with external partners such Service Canada and the Canada Revenue Agency and encouraging them to expand outreach initiatives to ensure that Nunavummiut are accessing their programs and services.

- Explore options to lead and support government-wide interdepartmental and interagency coordination in the regions and communities, aimed at meeting the needs of Nunavummiut.

Status: *Intergovernmental Relations has worked to establish an interdepartmental working group to ensure open and ongoing information sharing between GN departments. The branch continues to actively participate in federal, provincial, territorial forums and collaborate with departments on issues that affect Nunavummiut.*

The department is considering options for establishing a central interdepartmental and interagency coordination function in the regions and communities in order to meet 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.
Status: *Government Liaison Officer's are bilingual and serve Nunavummiut by distributing information on government programs, providing a reliable source for referrals and contact information on government staff, receiving feedback including complaints to departments about their services, coordinating collaborative efforts between government agencies, and acting as delivery agents for some services such as motor vehicle registrations.*
- Establish a process to incorporate advice of local Elders in government service delivery at the community level.
Status: *The department has undergone an organizational review and is considering options for establishing 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.
Status: *The Minister of Health became Minister responsible for Seniors in 2019-2020. Please see the Department of Health Business Plan for follow-up on this priority.*
- 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.
Status: *In 2019, the Intergovernmental Relations branch coordinated Premier's attendance at Northern Premiers' Forum, Western Premiers' Conference, summer and winter Council of the Federation meetings to ensure Nunavut and northern issues and concerns are addressed. It is anticipated that the Prime Minister will call a First Ministers' Meeting in early 2020.*
- 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.
Status: *The Intergovernmental Relations branch continues to actively participate in federal, provincial, territorial working groups and teleconference meetings such as Seniors, Council of the Federation, Council of Federation Missions working group, Privy Council Office, Senior Northern Officials and Arctic Council Advisory Committee.*

The Intergovernmental Relations branch will also coordinate the renewal of the Newfoundland and Labrador-Nunavut Memorandum of Understanding, as well will ensure participation in

Nunavut Tunngavik Incorporated and Regional Inuit Associations' Annual General Meetings. The department continues to participate in ongoing internal and international trade negotiations, in line with provinces, territories and the federal government. Ongoing participation involves regular conference calls and face-to-face intergovernmental meetings at the officials' level.

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

Status: The department works with the Department of Justice and relevant GN departments to participate in the negotiations for the finalization of the Athabasca Denesuline and Ghotelnene K'odtineh Dene out-of-court settlement agreements. The department also holds a seat on the Implementation Committees for the Eeyou Marine Regional Land Claims Agreement and Nunavik Inuit Land Claims Agreement, who meet 3-4 times per year.

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, provincial and territorial governments, and the private sector to meet the needs of our communities to advance the goals and aspirations of Nunavummiut.
- Proceed 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.
- Establish a process to incorporate advice of local Elders in government service delivery at the community level.
- Coordinate Premier's attendance at national and regional meetings such as Council of the Federation, Western Premiers' Forum, Northern Premiers' Forum, and First Ministers' meetings.
- Continue to actively participate in intergovernmental fora at the executive level and enhance official level participation in the areas of trade, immigration, circumpolar, 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, provincial and territorial governments, 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.
- Continue to implement a process to incorporate advice of local Elders in government service delivery at the community level.
- 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.
- Host the Northern Premiers' Forum and the Western Premiers' Conference meetings in Nunavut, in 2021.
- Continue to actively participate in intergovernmental fora at the executive level and enhance official level participation in the areas of trade, immigration, 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 (2022-23)

- Provide government-wide coordination to monitor and implement obligations under the Nunavut Agreement.
- Establish strategic partnerships with Inuit organizations and federal/provincial/territorial governments 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.
- Continue to implement a process to incorporate advice of local Elders in government service delivery at the community level.

- Coordinate Premier’s attendance at national and regional meetings such as Council of the Federation, Western Premiers’ Forum, Northern Premiers’ Forum, and First Ministers’ meetings.
- Continue to actively participate in intergovernmental fora at the executive level and enhance official level participation in the areas of trade, 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 and Nunavut Tunngavik Incorporated towards the conclusion of a Devolution Agreement. The transfer of administration and control of Crown lands, rights in respect of waters, and resources in Nunavut is a priority of the GN and essential for the territory’s long-term political and economic development. The Devolution Secretariat will also be responsible for coordinating the implementation of a final agreement.

Objectives

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

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Devolution Secretariat		2,255	2,243	2,243	2,243
Total, Devolution Secretariat		2,255	2,243	2,243	2,243

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

Priorities (2019-20)

- Commence final Devolution Agreement negotiations and initiate plans for implementation.
Status: The Devolution Agreement-in-Principle was signed on August 15, 2019. This initiated the process to start negotiations for a final agreement and plan to coordinate the implementation of transferring land and resource management responsibilities to the GN.

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.

Priorities (2022-23)

- Complete negotiations for a final devolution agreement and direct and coordinate devolution implementation for the Government of Nunavut.

Financial Summary

Branch	2019-2020 Main Estimates		2020-2021 Main Estimates		2021-2022 Planned		2022-2023 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	2,644	19.0	2,736	19.0	2,736	19.0	2,736	19.0
Grants & Contributions	-		-		-		-	
Other O&M	829		816		816		816	
Subtotal	3,473		3,552		3,552		3,552	
Strategic Planning								
Compensation & Benefits	2,428	20.0	2,473	20.0	2,473	20.0	2,473	20.0
Grants & Contributions	-		-		-		-	
Other O&M	232		213		213		213	
Subtotal	2,660		2,686		2,686		2,686	
Nunavut Cabinet								
Compensation & Benefits	2,981	18.0	3,021	18.0	3,021	18.0	3,021	18.0
Grants & Contributions	-		-		-		-	
Other O&M	1,329		1,369		1,369		1,369	
Subtotal	4,310		4,390		4,390		4,390	
Commissioner of Nunavut								
Compensation & Benefits	159	1.0	179	1.0	179	1.0	179	1.0
Grants & Contributions	10		10		10		10	
Other O&M	126		138		138		138	
Subtotal	295		327		327		327	
Intergovernmental Affairs								
Compensation & Benefits	4,554	38.0	4,411	38.0	4,411	38.0	4,411	38.0
Grants & Contributions	355		355		355		355	
Other O&M	1,162		1,100		1,100		1,100	
Subtotal	6,071		5,866		5,866		5,866	
Devolution Secretariat								
Compensation & Benefits	1,259	10.0	1,273	10.0	1,273	10.0	1,273	10.0
Grants & Contributions	-		-		-		-	
Other O&M	996		970		970		970	
Subtotal	2,255		2,243		2,243		2,243	
Total	19,064	106.0	19,064	106.0	19,064	106.0	19,064	106.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Executive and Intergovernmental Affairs	As at Sep. 30 2019		For March 31, 2021	
		Capacity %		Capacity %
Total Department Positions	85		87	
Total Filled Positions	65	76%	74	85%
Total Vacancies	20	24%	13	15%
Total Beneficiaries	51	78%	58	78%
Total Executive Positions	4		4	
Total Filled Executive Positions	3	75%	4	100%
Total Vacant Executive Positions	1	25%	0	0%
Total Beneficiaries in Executive Positions	2	67%	3	75%
Total Senior-Management Positions	8		9	
Total Filled Senior-Management Positions	7	88%	8	89%
Total Vacant Senior-Management Positions	1	13%	1	11%
Total Beneficiaries in Senior-Management Positions	4	57%	5	63%
Total Middle-Management Positions	9		9	
Total Filled Middle-Management Positions	7	78%	8	89%
Total Vacant Middle-Management Positions	2	22%	1	11%
Total Beneficiaries in Middle-Management Positions	5	71%	6	75%
Total Professional Positions	24		26	
Total Filled Professional Positions	14	58%	18	69%
Total Vacant Professional Positions	10	42%	8	31%
Total Beneficiaries in Professional Positions	7	50%	9	50%
Total Paraprofessional Positions	6		6	
Total Filled Paraprofessional Positions	4	67%	6	100%
Total Vacant Paraprofessional Positions	2	33%	0	0%
Total Beneficiaries in Paraprofessional Positions	4	100%	5	83%
Total Administrative Positions	34		33	
Total Filled Administrative Positions	30	88%	30	91%
Total Vacant Administrative Positions	4	12%	3	9%
Total Beneficiaries in Administrative Positions	29	97%	30	100%

Note: The department will receive funding for a total of 106 PY's in 2020-21. Of this total, 19 are excluded from the EIA Chart: 18 Cabinet Staff, and 1 Commissioner of Nunavut Staff.

Capacity

On April 1, 2019, 33 PYs transferred to the Department of Human Resources under Sivumuaqatigiit and Public Service Divisions: In Fiscal year 2018-19, 17 of the 33 PY's were reflected in the department's IEP statistics. The department had anticipated in filling 6 of the vacant positions within the two divisions before the transfer. The department was successful in filling 4 of these positions. Two of these positions were filled with Nunavut Inuit.

After the transfer, the department was left with 85 PY's with an additional 2 PY's transferred from the ministerial offices to the department for re profiling. This left the department with 20 vacancies as of September 2018. It was the intention of the department to fill 7 of these positions by March 2020. To date, the department has been successful in filling 4 of these positions. Two of these positions fell within the executive category and are filled with Nunavut Inuit through direct appointment. One is within the senior management category and the final one is within middle management category. A Nunavut Inuit was hired for the middle management position through the competitive process.

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

Inuit Employment Plans

As of September 2019, the department's capacity was 76% and Inuit employment at 78%. Inuit employment were higher in departmental positions located in communities outside Iqaluit at 85% and 96% respectively, in contrast to 65% capacity and 76% Inuit employment in positions located in Iqaluit.

The department's vacancies are partly addressed through the use of casual employees and relief workers. As of September 2019, EIA had three casuals, including one Inuit, and three relief workers, including two Inuit.

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

The Department of Executive and Intergovernmental Affairs is undertaking an organizational review in 2019-2020 to improve the alignment of our divisions with the department's current mandate. EIA will consider opportunities to increase and enhance Inuit employment through organizational changes that recognize the need for Inuit employees to gain incremental experience and responsibility.

Priorities 2019-20

- On-going review and implementation of the department's detailed departmental Inuit Employment Plan.
Status: As of September 2019, the department had 78% Nunavut Inuit employment. The department will strive to retain our present percentage and support the present Inuit staff through professional development and training plans.

- Ensure that vacant positions are targeted and filled with Inuit.
Status: The department will continue to evaluate vacant positions either to re-profile based on the departments mandate and have discussions around how to best attract a Nunavut Inuit into the position. The department look at areas where the department can develop present Inuit staff employees using learning plans with emphasis on obtaining the required skills to fill the position either through internal transfer assignments or direct appointments.
- Continue to review job descriptions to ensure appropriate educational and work experience requirements are not over-inflated.
Status: Once a position is vacated and the department is ready to proceed to staffing, a review of the job description is completed to ensure that the position does not screen out a candidate with over-inflated requirements. The department will try to evaluate if an individual can perform the duties of the position by the support of a training plan.
- Continue to support Inuit employees in pursuit of training and development opportunities available.
Status: This past year, the department had several Inuit staff complete the Hivuliqtikhanut Leadership program. As a result of this training, the department hopes that it will provide an opportunity for success in a leadership role.

The department also supported professional development agreements for two of Inuit staff. One of the staff members has successfully completed and obtained a Degree (Honours) in Public Administration and Governance.

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.
- 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.

Priorities (2022-23)

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

Department of Finance

Business Plan

2020-2023

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CORE BUSINESS

The Department of Finance operates across four branches:

	Budget (\$000)			
	2019-20	2020-21	2021-22	2022-23
Corporate Management	4,765	4,793	4,781	4,689
Fiscal Management	6,840	6,898	6,898	6,898
Comptrollership	18,840	19,722	19,712	19,723
Centrally Administered Funds	55,918	68,516	71,562	74,043
TOTAL	86,363	99,929	102,953	105,353

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)	2019-20	2020-21	2021-22	2022-23
Directorate		2,199	2,240	2,240	2,240

Headed by the Deputy Minister, the Directorate provides overall leadership, monitors department goals and objectives, and ensures the department fulfills its mandate.

Three other executives, formally part of the Corporate Management Branch, lead the department's other branches: the Comptroller General and Assistant Comptroller General (Comptrollership), and the Assistant Deputy Minister (Fiscal Management).

Corporate Policy	2,566	2,553	2,541	2,449
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Corporate Policy assumes the lead role in providing support and liaising with the Minister's office, and manages overall communications, including maintaining the departmental website. The division is also responsible for legislation and policy development for the department, 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 and Cannabis Board.

In fiscal year 2019-20, liquor and cannabis management became part of the Corporate Policy division. This section continues to implement Nunavut's liquor and cannabis control systems as set out by the *Liquor Act* and the *Cannabis Act* and related regulations and policies. This section also encourages healthy and informed choices by Nunavummiut related to the responsible use of alcohol and cannabis and implements the decisions and directives of the Nunavut Liquor and Cannabis Board.

Total, Corporate Management	4,765	4,793	4,781	4,689
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Priorities (2019-20)

- Undertake a review of the Iqaluit beer and wine store pilot project (with support from Nunavut Liquor and Cannabis Commission).

Status: A working group consisting of various Government of Nunavut departments and key stakeholder groups have been studying the ongoing impacts of the Beer and Wine Store.

A summary of last year's findings is in the Nunavut Liquor and Cannabis Commission 2018-19 Annual Report.

- Monitor the implementation of the *Cannabis Act* and the associated policies and regulations.
Status: Sales through the Nunavut Liquor and Cannabis Commission's online agents have been lower than anticipated. Regulations to allow for direct retail sales of cannabis in Nunavut communities are being developed.

Meetings with stakeholders on the impacts of the legalisation of cannabis in Nunavut is ongoing with a focus on identifying and mitigating negative outcomes.

- 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.

Status: Amendments to the Government of Nunavut Staff Housing Policy were approved in the spring of 2019. Finance is currently working with the Nunavut Housing Corporation to enhance the Nunavut Household Allowance and develop further homeownership supports for Government of Nunavut employees who are not in staff housing.

- Develop a retail licensing framework for privately-run cannabis retail stores in communities.
Status: An interdepartmental group has been working to develop the required regulations to introduce cannabis retail stores in Nunavut. New regulations are expected in early 2020.

- Expand the responsible use of alcohol campaign, "Let's Be Aware / Ujjiqsuqta" to include the responsible use of cannabis.

Status: Let's Be Aware/Ujjiqsuqta now includes information regarding responsible use of cannabis, including new posters and postcard PSAs.

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.
- Develop and implement an internal progress tracking and reporting regime for the Department of Finance.
- Explore electronic payment options for selling liquor permits online.
- Continue to work collaboratively with the Department of Human Resources and the Nunavut Housing Corporation to ensure implementation of enhancements to the staff housing program and other housing related employee benefits.

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.
- Update the Department of Finance website to make it more user friendly, and to enhance GN transparency and accountability.

Priorities (2022-23)

- Develop an updated and comprehensive communications strategy for the Department of Finance.

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 and Corporate Services and Nunavut Liquor and Cannabis Commission.

Objectives

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

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Fiscal Policy		2,053	2,033	2,033	2,033

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 GNs 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 tax system by enforcing tax legislation, reviewing and developing tax policy and rates, and delivering related programs. The section is also responsible for regulating the territory's insurance industry by licensing insurance professionals and insurance companies.

Expenditure Management		2,115	2,059	2,059	2,059
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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.

Corporate Services		2,672	2,806	2,806	2,806
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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.

Nunavut Liquor and Cannabis Commission

The Nunavut Liquor and Cannabis Commission, a public agency established under the *Liquor Act*, is responsible for the purchasing, warehousing, permitting, sale and distribution of all alcoholic products in Nunavut, as well as managing the legal sales and distribution of cannabis in Nunavut through its agents.

Due to its operational mandate and unique budgetary requirements, the Commission operates within a revolving fund, separate from usual government operations. The Commission is headquartered in Rankin Inlet.

Total, Fiscal Management	6,840	6,898	6,898	6,898
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Priorities (2019-20)

- Modernize Nunavut's tax database and related technology.
Status: In collaboration with Community and Government Services, Finance has engaged a vendor to provide a new Government of Nunavut tax database platform. A Statement of Work has been outlined and work is expected to begin on configuring the software in winter 2020.
- Continue with review of methods used to set tax rates and appropriateness of current tax rates for all tax types.
Status: The Department of Finance has, following an assessment of rate trends both inside the General Taxation Area and without, revised property tax mill rates. An assessment of payroll tax rates is set to follow in early 2020. This initiative is on-going.
- Implement a revenue recycling strategy for carbon pricing revenues.
Status: Launched in July 2019, the new Nunavut Carbon Rebate helps Nunavummiut adjust to the new federal carbon tax by rebating 50% of the tax immediately at point of purchase. In November 2019, the GN amended its Income Tax Act to return carbon revenues to Nunavummiut through lower taxes. Further, the GN reduced the taxes small businesses pay, from 4% to 3%.

In 2019-20, the department worked with CGS and QEC to create two new green infrastructure programs for 2020-21: the Green Municipal Infrastructure Fund and the LED Streetlight Replacement program.

The Department of Finance will actively encourage other departments and territorial corporations through the budgeting process to identify opportunities to use future revenues to support "green" initiatives.

- Continue to work collaboratively with Government of Nunavut departments and others to improve infrastructure planning.

Department of Finance

Status: New capital substantiation sheets that combine infrastructure needs from all departments have been developed. Finance also supported the development of a Government of Nunavut wide ten-year capital plan that integrates various infrastructure needs.

- Review and improve the Nunavut Liquor Commission's approach to recycling.
Status: The Nunavut Liquor and Cannabis Commission has developed a plan to enhance recycling activities in Nunavut. Completion and implementation in early 2020.

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.
- Work with GN departments to ensure budgets better align with actual departmental expenses.
- Develop a service level agreement between the GN and the Nunavut Liquor and Cannabis Commission to formalize costs and delivery of shared services.
- Complete and implement the Nunavut Liquor and Cannabis Commission's plan to modify recycling activities in Nunavut.

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.

Priorities (2022-23)

- Develop and publish a summary of the department's key performance indicators. Work with other departments to encourage the publication of this information across the GN.

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 the Government of Nunavut's 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)	2019-20	2020-21	2021-22	2022-23
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Financial Operations		2,951	3,222	3,214	3,219
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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.

Financial Reporting and Controls		1,686	1,760	1,760	1,760
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Financial Reporting and Controls has the responsibility for government-wide maintenance of internal accounting controls and ensuring the accuracy, compliance and completeness of accounting records. This program is accountable for the preparation and publication of the annual Public Accounts, as required in the *Financial Administration Act*, and it provides accurate and timely financial reports and information on the government's financial position and operational results. It serves as the principal liaison between the government and the Office of the Auditor General for the annual financial audit of the Public Accounts.

Financial Systems Management	2,717	2,792	2,792	2,792
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Financial Systems Management develops and maintains central accounting, financial and human resource systems. It is responsible for the development, implementation and management of the government's principal accounting systems and financial applications used in the processing and recording of revenues and expenditures as well as financial reporting. These systems include Free Balance, e-Personality, Access Online, Purchasing Card System, Crystal Reporting, User Defined Report systems and other financial software as required.

Internal Audit Services	1,374	1,334	1,335	1,343
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Internal Audit Services supports Government of Nunavut departments and public agencies by providing independent assurance and consulting activities in a manner designed to add value and improve controls over operations. Internal Audit Services activity helps the Government of Nunavut accomplish its goals and objectives by carrying out a systematic review of operations and advising as to the effectiveness, efficiency and economy of Government of Nunavut policies, practices, procedures, and controls and makes recommendations for improvements.

Compensation and Benefits	3,146	3,403	3,403	3,400
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Compensation and Benefits provides comprehensive payroll and benefit plan services to government employees, including the administration of the Public Service Pension Plan. It also provides guidance and functional support for operations carried out by the three regional financial services offices. It has the responsibility for managing the payroll and benefits module of the government's Human Resources Information System in conjunction with Financial Systems Management.

Regional Operations	6,536	6,746	6,743	6,744
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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.

Financial Management Development	430	465	465	465
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The objective of the Financial Management Development Program is to build financial capacity across the government, with an emphasis on increasing Inuit participation in financial managing careers. The Financial Management Development Program 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.

Total, Comptrollership	18,840	19,722	19,712	19,723
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Priorities (2019-20)

- Work with Public Agencies and Territorial Corporations to develop agency-specific Financial Administration Manual directives as required.

Status: Finance is currently reviewing the applicability of all Financial Administration Manual directives to Government of Nunavut Public Agencies and Territorial Corporations.

- Implement improvements to Internal Audit Services that resulted from the Quality Assessment Review to enhance services provided to the Government of Nunavut.
Status: Internal assessment recommendations from the Quality Assessment Review are being implemented with a focus on specific identified areas with opportunities for improvement and compliance with the Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing and Code of Ethics.
- 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.
Status: A Financial Statement Discussion and Analysis was developed and included in the 2018-19 Public Accounts for the first time.
- Continue development of financial training program for Government of Nunavut staff.
Status: A contractor has been secured through a request for proposal process and is working to ensure full development and implementation of the program.

Priorities (2020-21)

- Finalize and implement financial training program for Government of Nunavut staff.
- Complete external assessment of Internal Audit Services and implement any necessary changes.
- 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.
- Develop a plan to recruit Chartered Professional Accounting students and enhance student experience within the Government of Nunavut.
- Develop a program to support professional development and professional designation in the field of accounting for both new and existing employees.
- Develop a "Public Accounts at a Glance" document to improve transparency and public access and understanding of the Government of Nunavut's finances.

Priorities (2021-22)

- Develop, document and clarify key performance indicators and service standards for financial functions within the Department of Finance.
- Implement recruitment plan for Chartered Professional Accounting students and facilitate bridging those students into Government of Nunavut employment.

- Implement support program for professional accounting designations for new and existing employees.
- Develop a strategy with all departments to ensure a more expedient vendor payment process.

Priorities (2022-23)

- Collaborate with all departments to develop a comprehensive Accounts Receivable collection strategy.
- In collaboration with the Department of Health, develop an employee survey for medical travel to improve effective delivery of the benefit.

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.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
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Employee Benefits		27,283	38,665	38,811	38,892
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Employee Benefits provides funding for Workers' Safety and Compensation Commission premiums, medical travel and other benefits for Government of Nunavut employees.

Capital Leases		6,884	-	-	-
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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.

Government of Nunavut Insurance		8,758	8,758	8,758	8,758
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Government of Nunavut Insurance, which provides liability insurance coverage for Government of Nunavut activities and assets, is a component of the Government of Nunavut's risk management function.

Energy Subsidies		10,938	19,038	21,938	24,338
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Energy Subsidies provide equitable power rates throughout Nunavut to residential customers to encourage private home ownership and to small commercial enterprises to support the development of local business; it also includes the Nunavut Carbon Rebate program.

Nunavut Child Benefit	2,055	2,055	2,055	2,055
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Nunavut Child Benefit is a non-taxable amount paid monthly to qualifying families with children under 18 years of age, which is funded fully by Nunavut.

Total, Centrally Administered Funds	55,918	68,516	71,562	74,043
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Financial Summary

Branch	2019-2020		2020-2021		2021-2022		2022-2023	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Salary	3,622	21.0	3,656	21.0	3,656	21.0	3,656	21.0
Grants & Contributions	-		-		-		-	
Other O&M	1,143		1,137		1,125		1,033	
Subtotal	4,765		4,793		4,781		4,689	
Fiscal Management								
Salary	6,110	64.0	6,176	73.0	6,176	73.0	6,176	73.0
Grants & Contributions	-		-		-		-	
Other O&M	730		722		722		722	
Subtotal	6,840		6,898		6,898		6,898	
Comptrollership								
Salary	17,176	135.0	17,915	135.0	17,915	135.0	17,915	135.0
Grants & Contributions	-		-		-		-	
Other O&M	1,664		1,807		1,797		1,808	
Subtotal	18,840		19,722		19,712		19,723	
Centrally Administered Funds								
Salary	5,555	-	12,937	-	13,083	-	13,164	-
Grants & Contributions	12,993		21,093		23,993		26,393	
Other O&M	37,370		34,486		34,486		34,486	
Subtotal	55,918		68,516		71,562		74,043	
TOTAL	86,363	220.0	99,929	229.0	102,953	229.0	105,353	229.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Finance	As at Sep. 30 2019		For March 31, 2021	
		Capacity %		Capacity %
Total Department Positions	220		229	
Total Filled Positions	156	71%	192	84%
Total Vacancies	64	29%	37	16%
Total Beneficiaries	64	41%	90	47%
Total Executive Positions	4		4	
Total Filled Executive Positions	3	75%	4	100%
Total Vacant Executive Positions	1	25%	0	0%
Total Beneficiaries in Executive Positions	0	0%	2	50%
Total Senior-Management Positions	12		12	
Total Filled Senior-Management Positions	11	92%	12	100%
Total Vacant Senior-Management Positions	1	8%	0	0%
Total Beneficiaries in Senior-Management Positions	1	9%	2	17%
Total Middle-Management Positions	31		32	
Total Filled Middle-Management Positions	20	65%	24	75%
Total Vacant Middle-Management Positions	11	35%	8	25%
Total Beneficiaries in Middle-Management Positions	5	25%	9	38%
Total Professional Positions	52		53	
Total Filled Professional Positions	34	65%	45	85%
Total Vacant Professional Positions	18	35%	8	15%
Total Beneficiaries in Professional Positions	4	12%	7	16%
Total Paraprofessional Positions	86		86	
Total Filled Paraprofessional Positions	63	73%	70	81%
Total Vacant Paraprofessional Positions	23	27%	16	19%
Total Beneficiaries in Paraprofessional Positions	30	48%	35	50%
Total Administrative Positions	35		42	
Total Filled Administrative Positions	25	71%	37	88%
Total Vacant Administrative Positions	10	29%	5	12%
Total Beneficiaries in Administrative Positions	24	96%	35	95%

Capacity

As of September 30, 2019, the department is at 41% Inuit representation. Of 220 positions, 64 are filled by Inuit and 64 positions are vacant.

March 31, 2019 Inuit Employment Target Positions – 21

The Department of Finance has filled 43% of the target positions (9 out of 21) with Nunavut Inuit employees.

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.

Status: The Department of Finance is renewing its longstanding internship program for Nunavut Inuit. Based on work to identify our department's opportunities and challenges related to Inuit Employment Plans, the renewed internship provides up to three employees opportunities to rotate throughout the department's teams over the course of a year, gaining skills, competencies and experiences that they can use throughout their career.

In fall 2019, the department brought on its first intern under the renewed program. We continue to develop and design the "supporting" tools and documents of this evolving program.

- 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.

Status: When employees leave the department, we encourage them to complete voluntary exit interviews. We also encourage departmental managers and supervisors to "check in" with their team members from time to time to discuss training opportunities, career plans, and support needs.

- Develop internal processes and products to encourage current staff to increase their educational level.

Status: Ultimately, the decision and dedication needed to pursue education is up to individuals. The Department of Finance supports such opportunities in different ways. We encourage employees interested in pursuing education, professional designation, and training to identify their interests. We then work with them to identify opportunities, whether through existing Government of Nunavut initiatives or in more tailored ways.

- Better track how many Nunavut Inuit employees are participating in educational initiatives, and their satisfaction with the initiatives.

Status: The Department of Finance supports a range of training opportunities, and our employees are active participants. In spring 2019, the Department of Finance began better tracking the educational and training opportunities in which our employees participate. The department will use this information to get a better sense of the professional interests and needs of our various teams, which we expect will lead to better targeting initiatives and higher take-up.

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.

Priorities (2022-2023)

- Promote the Department of Finance as a great place to work with many opportunities for long-term careers.

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Department of Human Resources

Business Plan

2020-2023

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CORE BUSINESS

	Budget (\$000)			
	2019-20	2020-21	2021-22	2022-23
Directorate	2,331	2,682	2,682	2,682
Policy, Planning, and Communications	1,353	1,354	1,354	1,354
Sivumuaqatigiit	4,233	4,234	4,234	4,234
Public Service Training	4,973	5,070	5,070	5,070
Staffing	9,524	9,760	9,760	9,760
Employee Relations and Job Evaluation	4,285	3,988	3,988	3,988
Employee Wellness	-	1,080	1,130	1,130
TOTAL	26,699	28,168	28,218	28,218

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 report, 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.
- Lend the development of government-wide Inuit employment initiatives, supporting the government in fulfilling its legal obligation under Article 23 of the *Nunavut Agreement*.
- Provide leadership in the development and delivery of effective and responsive human resource policies, programs, practices, and services.
- Provide sound and effective financial, systems, human resources and administrative services.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Deputy Minister		760	856	856	856
<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 resources programs and services within the Government of Nunavut. The administrative budget for the Ethics Officer is located within the Deputy Minister's budget, but the officer is independent, and reports directly to the Minister Responsible for the <i>Public Service Act</i>.</p>					
Assistant Deputy Minister, Human Resource Operations		346	371	371	371
<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>					
Assistant Deputy Minister, Human Resource Management		346	345	345	345
<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>					
Corporate Services		879	1,110	1,110	1,110
<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 division provides department specific human resource support, planning and evaluation, budget development, analysis and control and departmental financial accounting and payment services. This division is responsible for developing, analyzing and controlling the department's budget.</p>					
Total, Directorate		2,331	2,682	2,682	2,682

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).
Status: The department has developed 5 new initiatives for Inuit employees through the Settlement Agreement. These include the Hivuliqtikhanut Emerging Leaders Series, Policy Foundations Program, Training Travel Fund, Career Broadening Program and the Amaaqaarniq Education Leave Program. These programs will continue until the end of 2023. More initiatives are being developed by departments for specialized occupations.
- Finalize and ensure implementation of the government-wide Inuit Employment Plan to 2023.

Status: Inuit Employment Plans are going through the government internal approval process for input and feedback.

- 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.

Status: The Government of Nunavut's next Human Resource Strategy will be completed by the end of the fiscal year.

- Reviewing the organization of the department with a view to improve human resource processes, increase efficiency, and better serve the needs of clients.

Status: The department reviewed the human resources processes and improve efficiencies by updating the Casual Staffing Actions process, and improved data analytics for the staffing process.

- Plan for the establishment of a new Employee Wellness Division within the department.

Status: The mandate and design of the new Employee Wellness division has been established.

- 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.

Status: The Department of Human Resources continues to participate on the quarterly Nunavut Implementation Panel meetings, the Advisory Council for the Makigiaqta Inuit Training Corporation and the labour force technical working group on developing new Inuit employment initiatives using data from the Nunavut Inuit Labour Force Analysis.

Priorities (2020-21)

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

Priorities (2021-22)

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

Priorities (2022-23)

- Review the 2013-2023 detailed departmental Inuit employment plans and initiatives to determine the development of the next detailed Inuit employment plans for the subsequent implementation contract period (2023-2033).

Policy, Planning, and Communications

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

Objectives

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

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Policy, Planning, and Communications		1,353	1,354	1,354	1,354
Total, Policy, Planning and Communications		1,353	1,354	1,354	1,354

Priorities (2019-20)

- Coordinate the development of the updated Human Resources Strategy for the Government of Nunavut.
Status: The Government of Nunavut's new Human Resources Strategy has been completed.
- 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.

Status: The Amaaqtarniq Education Leave Program Policy was revised to remove identified barriers to Inuit employment. The Human Resources Manual directive on Restricted Competitions was revised to restrict all administrative positions only to Inuit.

- 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.
Status: The Government Staffing Housing Policy was revised to change the ownership and administration of the policy from Nunavut Housing Corporation to the Department of Human Resources. The department now manages staff housing position eligibility, allocations and appeals. Nunavut Housing Corporation will continue to be responsible for providing, developing, maintaining and managing housing units for the government.
- Develop the Department of Human Resources' website in order to effectively communicate with employees, potential employees, candidates, Nunavummiut and other interested parties.
Status: The Department of Human Resources website was successfully launched.

Priorities (2020-21)

- Implement the Government of Nunavut's Human Resources Strategy.
- Continue to review and revise human resources policies, directives and programs to increase Inuit employment at all levels of the public service.
- In partnership with the Department of Culture and Heritage, continue to review and revise the Human Resources Manual directives and policies to ensure alignment with Inuit Social Values.
- Work collaboratively with the Department of Finance and the Nunavut Housing Corporation to ensure implementation of enhancements to the staff housing program and other housing related employee benefits.
- Contribute to the preparation and roll-out of the Nunavut Government Employees Survey and the analysis of data from survey as part of the Nunavut Labour Force Analysis and meeting the obligation of the government under Article 23 of the Nunavut Agreement.
- Develop and implement Department of Human Resources' Communication Strategy.

Priorities (2021-22)

- Monitor progress on the implementation of the Human Resources Strategy.
- In partnership with the Department of Culture and Heritage, continue to review and revise the Human Resources Manual directives and policies to ensure alignment with Inuit Societal Values.

Department of Human Resources

- Continue to review and update the human resources policies and programs to increase Inuit employment at all levels of the public service.
- Monitor and implement the Department of Human Resources Communication Strategy.

Priorities (2022-23)

- Continue to review and revise human resources policies, directives and programs to increase Inuit employment at all levels of the public service.
- Contribute to the analysis and dissemination of data from the Nunavut Government Employees' Survey and Nunavut Inuit Labour Force Analysis to fulfill obligations under Article 23 of the Nunavut Agreement.

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)	2019-20	2020-21	2021-22	2022-23
Inuit Employment Planning		1,644	1,623	1,623	1,623
Inuit Employment Planning assists departments in developing and implementing their Inuit Employment Plans and provides support in human resources planning.					
Inuit Employment Initiatives		-	-	-	-
Inuit Employment Initiatives identifies training needs, and assist with succession planning, and recruitment.					

Sivuliqtiksat 2,589 **2,611** 2,611 2,611
 Sivuliqtiksat is an on-the-job internship program designed to increase Inuit employment in management level and specialist positions.

Total, Sivumuaqatigiit **4,233** **4,234** **4,234** **4,234**

Priorities (2019-20)

- Coordinate the finalization of the master Inuit Employment Plan to 2023.
Status: Departments and Territorial Corporations submitted their draft detailed Inuit Employment Plans. The final drafts of departmental Inuit Employment Plans and the GN-wide Master Inuit Employment Plan are going through the internal review process and will be completed by end of fiscal year.

- 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.
Status: The department worked with departments and territorial corporations by assisting in developing and monitoring new and existing initiatives using resources from the Nunavut Inuit Labour Force Analysis Report and departmental Inuit Employment Plans.

- Advise departments and territorial corporations on Inuit employment planning and monitor progress towards Inuit employment goals.
Status: Complete. Departments and territorial corporations submitted their Inuit Employment Progress Reports to Sivumuaqatigiit.

- Participate in the review of the human resources policies and programs to increase Inuit employment at all levels of the public service.
Status: Amaaqaarniq Educational Leave Program Policy was revised to reduce barriers for Inuit wishing to apply for educational leave. There are 14 Inuit enrolled in full-time post-secondary studies at various universities and colleges across the country.

- Undertake a review of the casual staffing process and guidelines, with a focus on Inuit employment.
Status: The department continues to review the casual staffing process and guidelines in collaboration with Staffing Division. Departments are encouraged to use various staffing actions to hire term or indeterminate Inuit employees.

- 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.
Status: An outreach plan was developed and the department regularly participates in career fairs and other presentations to Inuit participants, including the Pilimmaksarniq Workplace Readiness Workshop, the Getting Ready for Employment and Training (G.R.E.A.T) Program at Nunavut Arctic College and the Nunavut Trade Show in Iqaluit. The Department of Human Resources is involved in the Nunavut Career Development Community.

Priorities (2020-21)

- Coordinate the implementation of the master Inuit Employment Plan to 2023 and continue to identify and address any barriers to Inuit employment as the master Inuit Employment Plan and departmental Inuit Employment Plans are updated.
- In collaboration with Staffing, 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 to increased visibility of training and employment opportunities.
- Continue to deliver and evaluate education, training and development programs for Inuit employees.
- Conduct a training needs analysis to identify next steps in support of Inuit employment objectives.
- Develop and implement a plan to coordinate public outreach and communications to attract Inuit to work in the government.

Priorities (2021-22)

- Continue to implement the Master Inuit Employment Plan to 2023.
- Participate at trade shows and career fairs to increase visibility of employment opportunities.

Priorities (2022-23)

- Begin evaluation of the Inuit employment initiatives to guide further enhancements to the Master Inuit Employment Plan.

Public Service Training

The Public Service Training division coordinates public service training opportunities for Government of Nunavut employees, including a variety of training workshops, courses, information sessions and module-based programs. Public Service Training is also responsible for leading and coordinating initiatives to support the government’s decentralized model.

Objectives

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

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Public Service Training		1,685	1,782	1,782	1,782
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.					
Training Programs		3,288	3,288	3,288	3,288
The Training Programs section delivers Public Service Training programs and services across Nunavut.					
Total, Public Service Training		4,973	5,070	5,070	5,070

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.
Status: The department provided 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 and supported departments to offer specialized training in targeted areas. The department also participated in career fairs and trade shows.
- Explore options to expand workplace education and training for public servants in all communities, including in-person, online, and videoconference deliveries.
Status: Options and best practices for increased online and videoconference deliveries have been explored, and the department piloted micro learning platform.
- Work with departments to enable the Inuit language as the working language of the public service through training programs.
Status: The department worked closely with the Official Languages division of the Department of Culture & Heritage and shared best practices and processes for the development and delivery of Inuit Language training programs, in support of the transition of language training programs to the Department of Culture & Heritage in 2020-21.
- Review the Mentorship Program and Talent Management System for potential enhancements.
Status: Complete. The department conducted an inter-jurisdictional research and reviewed best practices. The Mentorship Program and Talent Management System were updated to include strategic emphasis on increasing Inuit employment and developing strong Inuit leaders for government and the territory.

Priorities (2020-21)

- Update the Mentorship Program and Talent Management System to focus on increasing Inuit employment and Inuit leaders for the government.
- Implement the training and development objectives set out in Government of Nunavut Human Resources Strategy.
- 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 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 strong Inuit leaders for government and the territory.
- Continue to implement the training and development objectives set out in Government of Nunavut Human Resources strategy.

Priorities (2022-23)

- Provide workplace education and training for public servants, with an emphasis on increasing Inuit employment and 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 competitive and non-competitive staffing function and manages centralized staffing services for the government, including the employee relocation program.

Staffing includes Regional Staffing, and is 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)	2019-20	2020-21	2021-22	2022-23
Staffing		3,297	3,486	3,486	3,486
The section manages centralized staffing processes and services for the Government of Nunavut, excluding teachers, specialized health care positions, Qulliq Energy Corporation, and the staff of Nunavut Arctic College. This includes, screening of applications, interviews, and selections of successful candidates, reference checks, job offers, relocation services, and casual and relief employment.					
Regional Staffing		3,105	3,152	3,152	3,152
Regional Staffing delivers departmental programs and services (staffing, employee relocation, training and development, and casual and relief employment) at the regional level and coordinates referrals on other specialized human resources matters to the department’s headquarters.					
Relocation		2,137	2,137	2,137	2,137
This program provides relocation services and funding of relocation of government employees, excluding teachers, specialized health care positions, Qulliq Energy Corporation, and staff of Nunavut Arctic College. The relocation program supports the staffing process.					
Summer Student Employment Equity Program		985	985	985	985
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 applies to all summer student positions within the program.					
Total, Staffing		9,524	9,760	9,760	9,760

Priorities (2019-20)

- Review the quality and timelines of advice and services to government departments on all recruitment and staffing matters.
Status: Reviewed and updated existing staffing data management system to ensure effective and accurate analysis and reporting.
- Clarify headquarter and regional staffing roles, responsibilities and processes in order to improve timeliness and efficiencies in staffing.
Status: The department’s Staffing division organizational structure and job descriptions have been updated to enable and improve processes, timelines, and efficiencies. The Staffing manual was updated to align with the hiring process.

Department of Human Resources

- Review and revise staffing policies and procedures to enhance ability to fill vacancies in a more timely and efficient manner.
Status: The department reconciled and updated documents, templates, forms related to staffing to ensure timely and efficient staffing processes.

Priorities (2020-21)

- Collaborate with departments to develop one-year workforce plans and long term Inuit Employment Plan goals.
- Review the staffing appeals process to ensure the objectives of the Public Service Act regulatory requirements are met.
- Work with public service training division to deliver training programs and provide guidance on accessing employment with the Government of Nunavut.
- Conduct promotional activities for Summer Student Employment Equity Program in all regions.
- Collaborate with departments to identify unique staffing needs that are critical to enable departmental strategies and operational plans.
- Review staffing competition cycle-times while ensuring highly qualified candidates are hired into the Government.

Priorities (2021-22)

- Promote the Government of Nunavut as the employer of choice by using a variety of media to fill government vacancies.
- Apply for a Sivuliqtiksats Intern in the Staffing Division to train an Inuk into a specialized position.
- Develop and launch online Staffing self-service tools for inter-departmental human resources and hiring managers.
- Partner with stakeholders to ensure internship and development program graduates are recruited into positions aligned with departmental work plans.
- Train Staffing professionals to utilize the new applicant tracking system.

Priorities (2022-23)

- Develop interview tools to better identify candidates that align with government values.
- Develop applicant tracking system that will allow candidates to create a personalized, online profile that can be used to apply for government competitions and also be proactively notified of government opportunities.

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 the government's overall ability capacity to attract, retain, and fairly compensate employees through the collective bargaining process.

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

Employee Relations and Job Evaluation provides critical advice and assistance to departments and 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 towards increasing Inuit representation in the government.
- Lead the government in collective bargaining/negotiations internally and represent the government in external negotiations as mandated.
- Lead in the coordination of employee recognition, performance management, and attendance management programs.
- Provide labour relations expertise in the interpretation of human resource policies, legislation, and collective agreement.
- Provide timely and accurate job evaluation services to support recruitment for all government departments, agencies and corporations.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Employee Relations And Job Evaluation		4,285	3,988	3,988	3,988
Total, Employee Relations and Job Evaluation		4,285	3,988	3,988	3,988

Priorities (2019-20)

- Develop and deliver an internal training program for supervisors to increase awareness and proficiency in managing employees; and training for human resources practitioners related to mental health in the workplace.
Status: A formal mental health in the workplace training program has been developed and implemented. Training has taken place for Departmental Human Resources practitioners and will be expanded to include all managers. A training session was held for both deputy ministers and assistant deputy ministers.
- Initiate design of a respectful workplace program, focusing on conflict management and alternative dispute resolution, rooted in Inuit Qaujimajatuqangit and Inuit Societal Values.
Status: Reviewed and updated the Fact Finding Meeting and Progressive Discipline processes to better align with Inuit Qaujimajatuqangit and Inuit Societal Values.
- Implement internal supervisor training program for government employees in supervisory positions.
Status: A formal supervisor training program has been developed with a focus on managing in a unionized workplace. The comprehensive supervisor training will be launched in 2020.
- Improve Return to Work Program and ensure alignment with legislation, marked best practice. Great West Life vendor processes, Inuit Societal Values government wide departmental requirements.
Status: Return to Work program has been relaunched and will be moved under the Employee Wellness Division. The Return to Work program forms have been updated to better reflect best practices and better align with Great West Life processes.

Priorities (2020-21)

- Explore enhancements to the employee and family assistance program, which will focus on Inuit Societal Values.
- Develop 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 for exit and engagement surveys.
- Launch follow-up Government of Nunavut Employee Engagement Survey.
- Implement an electronic system for health and safety incident tracking within the government

Priorities (2022-23)

- Develop an online job description writing tool enabling managers to self-service and streamline the process. The tool will be aligned with the Hay job evaluation requirements.
- Develop a manager training program to ensure all current and new managers can utilize policies, procedures, and adopt management practices rooted in Inuit Qaujimajatuqangit and Inuit Societal Values.
- Develop comprehensive training curriculum for all human resources professionals to manage employee relations cases and collective agreement needs within the departments.

Employee Wellness

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

Objectives

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

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Employee Wellness		-	1,080	1,130	1,130
Total, Employee Wellness		-	1,080	1,130	1,130

The Government of Nunavut is committed to assisting employees to achieve and maintain a healthy and respectful workplace through the delivery of a comprehensive employee wellness function based on Inuit Societal Values. Through a focus on workplace wellness, employees’ mental and physical health will be supported, enabling the delivery of high-quality government programs and services to Nunavummiut.

Priorities (2020-21)

- Work with experts and key stakeholders to develop a long-term Employee Wellness Strategy that addresses the changing complexities of a diverse and growing work force.

Department of Human Resources

- Develop and launch a three year operational plan to drive strategic employee wellness initiatives across the government.
- Staff the Employee Wellness Division to ensure both strategic and operational goals are met.

Priorities (2021-22)

- Source external employee wellness vendors that meet Nunavut's unique requirements and align with Inuit Societal Values.
- Integrate and expand employee health and wellness programs and initiatives that currently exist within the government.

Priorities (2022-23)

- Assess status of newly launched employee wellness programs, policies, initiatives, vendors to ensure they are meeting government requirements.
- Conduct internal review of government employee wellness needs and develop an action plan to address any changes.

Financial Summary

Branch	2019-2020 Main Estimates		2020-2021 Main Estimates		2021-2022 Planned		2022-2023 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Human Resource Operations								
Compensation & Benefits	11,263	79.0	12,548	84.0	12,548	84.0	12,548	84.0
Grants & Contributions	-		-		-		-	
Other O&M	4,877		4,962		5,012		5,012	
Subtotal	16,140		17,510		17,560		17,560	
Strategic Human Resource Management								
Compensation & Benefits	6,392	49.0	6,494	49.0	6,494	49.0	6,494	49.0
Grants & Contributions	-		-		-		-	
Other O&M	4,167		4,164		4,164		4,164	
Subtotal	10,559		10,658		10,658		10,658	
Total	26,699	128.0	28,168	133.0	28,218	133.0	28,218	133.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Human Resources	As at Sep. 30 2019		For March 31, 2021	
		Capacity %		Capacity %
Total Department Positions	112		117	
Total Filled Positions	66	59%	99	85%
Total Vacancies	46	41%	18	15%
Total Beneficiaries	38	58%	62	63%
Total Executive Positions	3		3	
Total Filled Executive Positions	2	67%	3	100%
Total Vacant Executive Positions	1	33%	0	0%
Total Beneficiaries in Executive Positions	1	50%	2	67%
Total Senior-Management Positions	7		8	
Total Filled Senior-Management Positions	5	71%	7	88%
Total Vacant Senior-Management Positions	2	29%	1	13%
Total Beneficiaries in Senior-Management Positions	3	60%	3	43%
Total Middle-Management Positions	15		16	
Total Filled Middle-Management Positions	8	53%	13	81%
Total Vacant Middle-Management Positions	7	47%	3	19%
Total Beneficiaries in Middle-Management Positions	4	50%	6	46%
Total Professional Positions	46		47	
Total Filled Professional Positions	29	63%	41	87%
Total Vacant Professional Positions	17	37%	6	13%
Total Beneficiaries in Professional Positions	10	34%	18	44%
Total Paraprofessional Positions	26		27	
Total Filled Paraprofessional Positions	13	50%	21	78%
Total Vacant Paraprofessional Positions	13	50%	6	22%
Total Beneficiaries in Paraprofessional Positions	11	85%	19	90%
Total Administrative Positions	15		16	
Total Filled Administrative Positions	9	60%	14	88%
Total Vacant Administrative Positions	6	40%	2	13%
Total Beneficiaries in Administrative Positions	9	100%	14	100%

* The department received funding for a total of 133 PYs in 2019-20. Of this total, 16 PYs are excluded from the departmental IEP because they are Sivuliqtiksats intern positions employed in various departments.

Capacity

As of September 30, 2019, the department is at 58% Inuit representation. Of 112 positions, 38 are filled by Inuit and 46 positions are vacant.

The Department of Human Resources has placed an 63% Inuit employment target for March 31, 2021 as shown on the summary chart, with operating at 85% capacity with 18 vacancies.

Priorities (2019-20)

- Ensuring that educational requirements are not inflated in job descriptions.
Status: Completed. All job descriptions have been reviewed to ensure that the educational requirements are not inflated.
- Assessing all vacancies to determine whether it is feasible and advisable to restrict the job competition to Nunavut Inuit only.
Status: All vacancies are assessed to determine whether to restrict the job competition to Nunavut Inuit only.
- Creating career ladders in Staffing and Policy functions.
Status: Completed. There has been career laddering created both in staffing and policy functions.

Priorities (2020-21)

- Provide training and work experience to support Inuit employees to move from one step on a career ladder to the next.

Priorities (2021-22)

- Assess all vacancies to determine whether it is feasible to reprofile positions to create internships or other career development opportunities for Inuit.

Priorities (2022-23)

- Identify and plan ahead for filled positions with term increments and positions in which the potential for retirement or other turnover is high.
- Promote the use of government training and career development programs for Inuit.

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Department of Justice

Business Plan

2020-2023

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CORE BUSINESS

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

	Budget (\$000)			
	2019-20	2020-21	2021-22	2022-23
Advisory and Administrative Services	19,784	22,028	22,028	22,028
Law Enforcement	45,844	44,984	45,745	46,520
Legal Support Services	3,550	3,550	3,550	3,550
Court Services	13,103	12,821	12,821	12,821
Legal Registries	1,416	1,416	1,416	1,416
Corrections	37,819	37,819	37,819	37,819
Community Justice	5,495	5,042	5,042	5,042
TOTAL	127,011	127,660	128,421	129,196

Advisory and Administrative Services

Advisory and Administrative Services includes three components: the Offices of the Deputy Minister, the Assistant Deputy Minister Public Safety and the Assistant Deputy Minister Courts & Justice Services; Policy and Planning; and Corporate Services. This line of business provides overall leadership, policy development, strategic planning, human resources, training, financial and administrative support.

Objectives

- To provide leadership for the department in order to ensure that its goals, objectives and priorities are met.
- To advise Cabinet on legal matters affecting the Government of Nunavut.
- To work with other departments, communities and governments to continuously improve the administration of justice in Nunavut.
- To support the development of Inuit legal professionals who can provide services in Inuktitut and bring an understanding of Inuit culture and values to their work.
- To 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)	2019-20	2020-21	2021-22	2022-23
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**Deputy Minister, Assistant
Deputy Minister Public Safety**

Assistant Deputy	1,243	1,488	1,488	1,488
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Minister Courts & Justice

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

Corporate Services	15,088	15,088	15,088	15,088
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The Corporate Services Division provides a full range of financial, staffing, training, administrative management and support services to the department. The division also oversees the financial aspects of the policing agreements and manages the human resources functions for the department. The division also oversees the contribution agreements that fund the Legal Services Board, the Human Rights Tribunal and Community Justice Outreach Workers.

Policy and Planning	1,098	1,098	1,098	1,098
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The Policy and Planning Division is responsible for developing departmental policy and legislative proposals; analyzing proposed departmental policies; business plan development; conducting justice consultations with other departments, communities and governments; and developing and communicating departmental responses to justice issues.

Public Trustee and Guardian	875	2,874	2,874	2,874
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The Public Trustee’s mandate is to administer trusts on behalf of minors and estates and trusts of Nunavummiut who die without a will or are in need of protection because of disability. The Office actively pursues benefits to which its clients may be entitled, such as Registered Disability Savings Plans and claims settlements in class action suits.

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

Coroner’s Office	901	901	901	901
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The Coroner’s Office investigates the circumstances surrounding all reportable deaths to determine the identity of the deceased and the facts concerning the deaths.

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

Rental Office	163	163	163	163
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The Rental Office receives, investigates, mediates and adjudicates complaints under the *Residential Tenancies Act*. An order of the Rental Office can be filed in Court and enforced as an Order of the Court.

Labour Standards	187	187	187	187
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The Labour Standards Office administers the *Labour Standards Act* and related legislation. The Labour Standards Board functions independently to hear appeals under the *Labour Standards Act*.

Civil Forfeiture	229	229	229	229
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The Civil Forfeiture office administers the *Unlawful Property Forfeiture Act*. The overall purpose of the Act and the program are to deter and disrupt unlawful activities, and to either compensate victims or reinvest forfeited funds to support other community-based wellness programs. It is primarily a crime prevention initiative and supports the government's alcohol harm reduction strategy.

Total Advisory and Administrative Services	19,784	22,028	22,028	22,028
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Priorities (2019-20)

- Continue to support a project for diversions for therapeutic treatments and traditional Inuit counselling for accused persons and offenders.
Status: Federal funding was provided for a three-year Therapeutic Justice Pilot Program based in Cambridge Bay.
- Increase Inuit employment within the Department of Justice.
Status: The department has achieved its short-term goal outlined in our Inuit Employment Plan and is actively working towards increasing Inuit employment at all levels in the department and in all divisions. The Corporate Services division has been working with all the department's divisions to recruit and hire more Inuit through restricted competitions and direct appointments. The Department of Justice also accessed the Inuit Training Travel fund for Inuit staff taking courses and workshops.
- 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 including finalization of the 2019-2021 Shared Directional Statement, which emphasizes the importance of delivering culturally-relevant and effective policing activities in our communities. Community policing initiatives delivered in the communities are in line with the shared priorities of supporting communities at risk and enhancing crime prevention activities, which in turn promotes public trust and confidence with Inuit.
- Review the *Family Abuse Intervention Act* and territorial offences legislation for necessary updates.

Department of Justice

***Status:** The department continues to prioritize this legislation. The Family Abuse Intervention Act (FAIA) working group has been re-established and is actively reviewing FAIA, current practices and accompanying procedures to ensure they are appropriate and effective for Nunavummiut.*

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

***Status:** Through consultation, the department ensures that its policies and legislation reflects Inuit Societal Values. The department conducts extensive training in Inuit Societal Values for its staff and management. The Department of Justice celebrates Inuit culture by holding several divisional and department-wide cultural immersion days.*

- 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 Directorate continues to provide direction to the department to ensure we are supporting the Turaaqtavut priorities and contributing to the government's overall mandate by working collaboratively with other departments.*

Priorities (2020-21)

- Commence a two-year diploma program with the collaboration of Algonquin College Ottawa for ten Inuit correctional caseworkers.
- Increase Inuit employment within the Department of Justice.
- Work with law enforcement to implement community-based policing solutions.
- Begin the legislative process to amend the *Family Abuse Intervention Act* and territorial offences legislation.
- Continue to ensure government programs and services are more effective and relevant through the incorporation of Inuit Societal Values within legislation and policy by collaborating with government departments and agencies.
- Provide leadership and support to divisions to ensure that Turaaqtavut priorities are implemented, and collaborate with other departments on joint efforts to achieve mandate objectives.

Priorities (2021-22)

- Monitor and complete the two-year diploma program with the collaboration of Algonquin College Ottawa for ten Inuit correctional caseworkers.
- 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 the incorporation of Inuit Societal Values within legislation and policy by collaborating with government departments and agencies.
- Provide leadership and support to divisions to ensure that Turaaqtavut priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.

Priorities (2022-23)

- Increase Inuit employment within the Department of Justice.
- Work with law enforcement to implement community-based policing solutions.
- Continue to ensure government programs and services are more effective and relevant through the incorporation of Inuit Societal Values within legislation and policy by collaborating with government departments and agencies.

Law Enforcement

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

Objectives

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

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Law Enforcement		45,844	44,984	45,745	46,520

Policing services are provided by the RCMP under contract with the Government of Nunavut. RCMP “V” Division has personnel posted throughout the territory with detachments in 25

communities. There are 162 RCMP positions in Nunavut including regular RCMP officers, civilian and public servants.

Total, Law Enforcement	45,844	44,984	45,745	46,520
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Priorities (2019-20)

- Continue efforts to increase capacity to communicate in the Inuit language.
Status: The RCMP has developed Inuktitut signage for all detachments in Nunavut. Four Inuktitut-speaking call-taker positions within the RCMP were recently approved. These individuals will be trained in the Operational Communication Centre (OCC) to receive and respond to calls from the public and relay the message to the relevant members and communities in Nunavut.

The RCMP continues to work with Government of Canada’s Pilimmaksaivik, the federal centre for excellence for Inuit employment, to develop activities to support hiring, development and retention of Inuit employees.

Additionally, the RCMP have developed a comprehensive pre-deployment orientation program for new members founded in Inuit culture and language.

- Support police efforts to continue suicide prevention training and education.
Status: The RCMP is a partner of the Nunavut Suicide Prevention Strategy Implementation Committee, which allows them to work collaboratively with other key stakeholders to address the suicide rate in Nunavut.

The RCMP is a member of the Isaksimagit Inuusirmi Katujjiqatigiit Embrace Life Council and continues to work with partners on suicide prevention strategies. The RCMP is also committed to making available Mental Health First Aid for members across Nunavut. This training will prepare officers to deal with emergency situations involving suicide, while ensuring the well-being and safety of members.

The RCMP is committed to delivering Indigenous Cultural Competency training and other trauma informed training for members, civilian and public service employees. This training will provide information that is critical in ensuring non-Inuit members understand, and are sensitive to, Inuit culture and realities to ensure the safety for both public and officer safety.

- Crime reduction through intelligence led by policing and crime prevention strategies.
Status: The RCMP continues to seize alcohol and illicit drugs bound for Nunavut communities through postal inspections.
- Support police efforts to implement youth-based community policing initiatives, including addressing family violence and sexual abuse.
Status: A three-member Special Victims Unit is fully operational. The objective of this unit is to investigate crimes of a sexual nature involving victims from at-risk or marginalized segments of our society, including children and mentally-challenged persons.

The RCMP is a partner of the Umingmak Centre, the Child Advocacy Centre in Iqaluit designed to meet the needs of child victims and children who have witnessed a crime.

The RCMP work with the Department of Justice to assist individuals who require Emergency Protection Orders due to serious and urgent circumstances involving family abuse throughout Nunavut.

The RCMP continue to deliver a three-week Aboriginal Pre-Cadet Experience Program. This program is for Indigenous individuals between 19-29 years of age. Additionally, the RCMP is also delivering a four-month program funded by the Makigiata Inuit Training Corporation to assist prospective Inuit applicants with the RCMP application process. This will include literacy and numeracy training, as well as focusing on mental health and coping skills.

The RCMP assisted the Nunavut Elder's Society in developing the educational pamphlet on elder abuse and elder financial abuse in Nunavut and will continue to work with the society.

The RCMP, in partnership with the Department of Education and Inhabit Media, is developing a series of children's books with the goal of instilling a sense of pride as Inuit police officers serving in the communities. This initiative intersects with RCMP recruitment activities as well as showcasing the history and recognition of Inuit Special Constables.

- Support and endorse restorative justice initiatives throughout Nunavut.
Status: The RCMP continues to work with the Department of Justice as part of the Diversion Protocol Agreement to refer individuals to the various Justice Committees across Nunavut.

The RCMP is a partner to the Therapeutic Justice Program in Cambridge Bay and has been referring clients to the program to receive support to address the underlying causes of criminal behavior such as mental health, addictions and trauma.

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.
- The Department of Justice and the RCMP will also continue to collaborate in an effort to fund a domestic violence coordinator position.

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.
- The RCMP will partner with the Department of Justice to deliver a firearm education program through Public Safety Canada's Guns and Gangs Violence Action Fund.

Priorities (2022-23)

- Recruit Inuit regular members, civilian members and public service employees into the RCMP.
- Continue efforts to increase capacity to communicate in the Inuit language.
- Create a comprehensive pre-deployment orientation program that is founded in Inuit culture and history as well as the history of Inuit-RCMP relationship in Canada.
- Focus on occupational health and safety and healthy workplaces for members in Nunavut.
- Effective communication with the communities in Nunavut to foster a relationship between Nunavummiut and their police force.

Legal Support Services

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

Objectives

- To provide quality and timely legal advice to all government departments and certain public agencies.
- To represent the interests of the Government of Nunavut in all legal proceedings and in other negotiations.

- To provide relevant legal training to government departments as appropriate.
- To provide high quality legislative drafting and translation services to the government.
- To provide the public with access to Nunavut’s legislation.
- To maintain, revise and consolidate Nunavut’s legislation.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Legal and Constitutional Law		2,235	2,235	2,235	2,235
<p>The Legal and Constitutional Law Division provides general legal services to all government departments and certain public agencies. It also represents the interests of the Government of Nunavut in court and tribunal proceedings and in negotiations and consultations. Divisional responsibilities include the provision of legal services in relation to all constitutional matters (constitutional development, Aboriginal claims, implementation of the Nunavut Agreement, devolution and matters relating to the Charter of Rights and Freedoms), all litigation matters and legal advisory services (e.g. administrative law, environmental law, finance, lands and facilities management, public procurement, and the drafting and review of major contracts).</p>					
Legislation Division		1,315	1,315	1,315	1,315
<p>The Legislation Division has five main responsibilities which relate to legislative advice, translation, drafting, registration, and publication. The division provides legislative advice and drafts bills, regulations and appointments for the government, the Legislative Assembly and most statutory bodies. It translates all bills, and some other instruments, into Inuktitut, and translates all bills and all regulations into French. It registers, maintains, revises and consolidates the Acts and Regulations of Nunavut. It publishes, as required by law, the monthly <i>Nunavut Gazette</i> 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.</p>					
Total, Legal Support Services		3,550	3,550	3,550	3,550

Priorities (2019-20)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
Status: The addition of two new office spaces in the Legal Division has spurred renewed recruitment efforts. The division is currently in the process of staffing three vacant legal counsel positions. Legislation Division has recruited a new Legislative Counsel and now has a full complement of lawyers.
- 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: All new staff in the Legal and Legislation Divisions are encouraged to take beginner level Inuktitut training. Two lawyers in the division have gone on to complete levels 2 and 3,

Department of Justice

developing a rudimentary proficiency in Inuktitut. The division encourages the use of Inuktitut wherever possible.

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

***Status:** Bill 36, a new Mental Health Act, was introduced in the Legislative Assembly on October 31, 2019. The Legislation Division helped the Department of Health to incorporate Inuit Societal Values into the Bill. Bill 37, a new Legislation Act, was introduced in the Legislative Assembly on October 31, 2019. It includes provisions that will require the preparation of statements on how Inuit Societal Values have been integrated into Bills and proposed regulations.*

- Increase the number of lawyers within the Legal Division to allow for specialization in areas such as litigation, environmental assessment, and procurement law.

***Status:** When fully staffed, the Legal Division has a complement of ten lawyers. While all lawyers remain generalists, some lawyers in the division have already developed specializations in corporate/ commercial law, environmental law, and employee relations law.*

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

***Status:** The Directors of the divisions are developing job descriptions for articling students, as well as a formalized articling program.*

Priorities (2020-21)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Assist departments requesting the incorporation of Inuit Societal Values into their legislation to do so in a precise manner so that they can ensure that their programs and services are more relevant.
- Enhance the ability of the Legal Division to provide services in Inuktitut by supporting further, higher level Inuktitut training for all legal counsel, and by fostering an environment where the use of Inuktitut, at all levels of proficiency, is encouraged in the division.
- Reduce external costs spent on litigation by recruiting and retaining support staff with the capacity to provide administrative support on small and mid-size litigation matters.
- Provide more consolidations of legislation.
- Plan and prepare for the legislative drafting and translation services required for devolution.

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.
- Assist departments requesting the incorporation of Inuit Societal Values into their legislation to do so in a precise manner so that they can ensure that their programs and services are more relevant.
- 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.
- Prepare for and provide legislative drafting and translation services required for devolution.

Priorities (2022-23)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Maintain progress in developing efficient use of technology by moving our document management system onto our portable devices.
- Assist departments requesting the incorporation of Inuit Societal Values into their legislation to do so in a precise manner so that they can ensure that their programs and services are more relevant.
- Enhance the ability of the Legal Division to provide services in Inuktitut by supporting further, higher level Inuktitut training for all legal counsel, and by fostering an environment where the use of Inuktitut, at all levels of proficiency, is encouraged in the division.
- Reduce external costs spent on litigation by recruiting and retaining support staff with the capacity to provide administrative support on small and mid-size litigation matters.
- Provide legislative drafting and translation services required for devolution.

Court Services

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

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

Objectives

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

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Court Administration		11,589	11,113	11,113	11,113
Court Administration is responsible for the provision of support services for the Nunavut Court of Justice throughout Nunavut. This includes providing information and assistance to the public, the Judiciary, legal counsel, the RCMP, and other individuals or groups who bring matters before the Court. The law library at the Nunavut Court of Justice provides legal information for members of the legal profession and Nunavummiut.					
The Family Support Program		379	810	810	810
The Family Support Program has the primary responsibility for collecting and disbursing child and spousal support payments. There are currently approximately 271 open family support files.					
Justices of the Peace (JPs)		1,135	898	898	898
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.					
Total, Court Services		13,103	12,821	12,821	12,821

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.
Status: Departmental staff continue to work with the Department of Community and Government Services (CGS) and will differ the priority to 2020-21.
- Commence a project to expand digital audio recording of all court proceedings during circuit funding.
Status: The department continues to establish a digital audio recording solution and protocol for court proceedings.
- Move forward to investigate a proposed solution for an integrated Court and Corrections records management system and to secure funding. This investigation of solutions with Community Government and Services will be ongoing.
Status: An I.T. Business Analyst has been secured and the project has started.
- Explore feasibility of adding one legally trained Justice of the Peace in each region to support the community Justice of the Peace Program.
Status: This priority has been extended to 2020-2021 as the department continues to explore opportunities.
- Develop family counselling capacity through expansion and support of the family mediation program.
Status: The mediator travelled to communities to further expand the family mediation services. The family mediator is in the initial stages of developing a video to support parenting through separation.

Priorities (2020-21)

- Continue the process for the joint integrated Court and Corrections records management and information system, to integrate records management and information sharing between various Department of Justice divisions and stakeholders.
- Continue to work on a digital audio recording solution and protocol for all circuit court proceedings for Nunavut Court of Justice.
- Explore options and resources to expand the Justice of the Peace Program into the communities by investing resources to establish regional Justice of the Peace offices and facilities in each region.
- Increase the capacity of mediation services for civil and family matters.

Priorities (2021-22)

- Work to establish a regional Justice of the Peace Program.
- Explore paperless office environment in Courts by implementing e-Filing initiatives.

Department of Justice

- Implement digital audio recording of all circuit court proceedings for the Nunavut Court of Justice.
- 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.
- Update the rules of court.

Priorities (2022-23)

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

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)	2019-20	2020-21	2021-22	2022-23
Land Titles Office		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.					
Corporate and Securities Registries		485	485	485	485
The Corporate Registry administers the <i>Business Corporations Act</i> , <i>Societies Act</i> , <i>Partnership Act</i> , and certain provisions of the <i>Co-operative Associations Act</i> and <i>Credit Union Act</i> . Submitted documents are reviewed and processed to establish and maintain current information on corporations, societies, partnerships and co-operative associations.					
The Securities Registry administers the <i>Securities Act</i> , which regulates trading in investment securities. Documents are reviewed and processed to register advisors and dealers who trade stocks, bonds and mutual funds, describe and qualify the shares of public companies and mutual funds that are offered for sale in Nunavut; and consider applications for discretionary relief from some requirements.					
Total, Legal Registries		1,416	1,416	1,416	1,416

Priorities (2019-20)

- Build and develop a tri-lingual Investor Education website to better serve the investment education needs of Nunavummiut.
Status: The department continues to consult with its colleagues at the Canadian Securities Administrators on the development of a tri-lingual investor education website.
- Develop hard copy Inuktitut investor education materials aimed at elders to ensure investor education material is available to all Nunavummiut.
Status: Investor education materials are posted on the Legal Registries website. The materials have been translated into Inuktitut.

Priorities (2020-21)

- Continue to collaborate with the Canadian Securities Administration on the development of a tri-lingual investor education website.
- Develop add-on to Corporate Registry suite to assist Society administration practices, including a by-law builder and interactive society management platform.

Department of Justice

- Design community outreach sessions targeted to non-profits in Nunavut having to do with supporting efficient non-profit development. Work 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.

Priorities (2022-23)

- Continue to provide registry services and review internal policies and procedures
- Review the potential to cease defunct societies under the *Societies Act*.

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)	2019-20	2020-21	2021-22	2022-23
Corrections Directorate		6,295	6,295	6,295	6,295

The Directorate oversees the operation of Corrections throughout Nunavut, providing the direction and support to institutions and community programs as well as developing and initiating new

programs and assisting in program development. The Directorate also provides liaison with other jurisdictions across Canada.

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

Adult Healing Facility–Kugluktuk 2,044 **2,044** 2,044 2,044
 The Healing Facility provides care, custody and control of offenders sentenced to terms of incarceration. Elders provide counseling and healing programs in the facility enabling offenders to heal in an environment that is supported by their families and home communities.

Adult Institutions and Correctional Camps 11,748 **11,748** 11,748 11,748
 The adult institutions and correctional camps provide care, custody and control of offenders sentenced to terms of incarceration or awaiting trial. The Corrections’ Camps provide traditional healing and traditional on-the-land skills throughout the year.

Young Offenders Custody / Open and Secure 2,589 **2,589** 2,589 2,589
 The Isumaqsunnigittukkuvik facility provides treatment and care to male and female youth sentenced to terms in custody or awaiting trial. Youth sentenced to open custody are sent to alternative homes to learn to live in a structured environment. The alternative homes also provide traditional healing and traditional on-the-land skills throughout the year.

Women’s Correctional Healing Facility 1,302 **1,302** 1,302 1,302
 The Women’s Correctional Healing Facility provides care, custody and control to low-risk female adult inmates. The facility provides programs and counseling.

Rankin Inlet Healing Facility 6,420 **6,420** 6,420 6,420
 The adult facility in Rankin Inlet provides care, custody and control of adult male inmates. The facility provides programs and counseling.

Makigiarvik 3,926 **3,926** 3,926 3,926
 The Makigiarvik adult male facility in Iqaluit houses low risk inmates. The facility provides programs and counseling.

Total, Corrections **37,819** **37,819** **37,819** **37,819**

Priorities (2019-20)

- Complete Corrections policy updates and the organizational review to prepare for the establishment of medium and maximum security correctional space.
Status: The Corrections Act was approved in the Legislative Assembly in June 2019. The department is working on the creation of the accompanying regulations and policies.

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.

Status: The department is continuing to look at options for providing traditional counselling in the correctional facilities.

Corrections provides traditional counselling and land programming to support Nunavut inmates in their healing and community reintegration following incarceration.

- Develop a plan for the phased implementation of the opening of the Qikiqtani Correctional Healing Centre.

Status: Corrections has identified timelines and priorities in the areas of regulation and policy development, staffing, training, and programming review.

Priorities (2020-21)

- Begin review of all Nunavut correctional facilities to make sure that the facilities are in line with the new Corrections Act, Inuit Societal Values, and various policies and procedures, including the restorative approach to justice.
- Create new 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 the inclusion of Inuit Societal Values.
- Increase capacity for rehabilitative programs.
- Increase resources and supports for staff who have experienced trauma in the workplace.
- Continue to work collaboratively with the Community Justice Division in order to support clients' reintegration back into their communities following release from custody.

Priorities (2021-22)

- Implement policies that are in line with the *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 programs
- Review resources and support staff who have experienced trauma in the workplace.
- Continue to work collaboratively with the Community Justice Division in order to support clients' reintegration back into their communities, following release from custody.

Priorities (2022-23)

- Begin preliminary review of a restorative model of programming in Corrections Division.
- Begin conducting a compliance audit of the Corrections Division to ensure divisional compliance with the *Corrections Act* and regulations.
- Begin conducting a needs assessment by evaluating current correctional needs in Nunavut.
- Continue to work collaboratively with the Community Justice Division in order to support clients' reintegration back into their communities following release from custody.

Community Justice

Community Justice utilizes Inuit Societal Values by providing assistance to all communities in culturally relevant alternatives to the formal judicial system consistent with the preservation of public safety.

Community Justice also supports the development of victims' services at a community level; and provides funding to community-based justice projects that provide alternative to court solutions by providing opportunities such as land programs for teaching cultural knowledge and healing for both offenders and those who have been hurt by crime. 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, and access to child support. Further, Community Justice supports Nunavummiut experiencing family abuse through the delivery of services under the *Family Abuse Intervention Act* (FAIA).

Objectives

- To provide alternatives to the Court for offenders and those who have been wronged by crime through pre and post-charge diversions.
- To seek advice and assistance of elders in the communities on how best to provide alternative justice using traditional law methods.
- To work in partnership and cooperation with other government departments in the development and delivery of community wellness, victim services, Restorative Justice, *Family Abuse Intervention Act* and crime prevention programs.
- To help create a positive healthy relationship between those who have committed crimes and the community.
- To support victims of crime across the Territory and develop victim services at the community level.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Community Justice Directorate		1,864	1,411	1,411	1,411
The Directorate oversees the operation of Community Justice throughout Nunavut. It develops, initiates and provides direction and support to community programs. The Directorate also acts as a liaison with other jurisdictions across Canada.					
Community Justice Program		3,631	3,631	3,631	3,631
Drawing from Inuit Societal Values principles, the Community Justice Program provides support to 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.					
Total, Community Justice		5,495	5,042	5,042	5,042

Priorities (2019-20)

- Build community resilience and integrate Inuit Societal Values, customary law and cultural competency into all sections of the Community Justice Program.
Status: Community Justice ensured all training is culturally relevant and learning materials have been adapted to suit the unique needs and values of Nunavummiut. Community Justice provided consistent and effective support to the Justice Committees in the area of restorative justice, victim support and engagement, and offender accountability. The Restorative Justice and Family Group Conferencing manual is translated into Inuktitut to assist the Justice Committees and employees.
- 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: Community Justice Outreach Workers provide executive support to the Justice Committees in their communities. The six Community Justice Specialists train Community Justice Outreach Workers and Community Justice Committees to actively deliver opportunities for Nunavummiut to have the choice to participate in Restorative Justice Diversion Program.
- Continue to deliver and develop programs for victims of crime.
Status: There are various programs and services available to victims of crime and their families. Through Nunavut Victims' Services, victims of crime are provided with educational resources, tools and information needed to support their understanding of their rights, and the importance of participating in the justice system as various stages of the process.

Additionally, Victims' Services coordinates with the Quality of Life Secretariat's trauma response teams to give better continuity of services and resources to victims of crime.

- Develop a training program for Victims Assistance Committee members.
Status: The Victims' Assistance Fund training manual is completed.
- Conduct an evaluation of the Victims Assistance Fund.
Status: The evaluation and audit of the Victims Assistance Fund continues.
- Continue to work collaboratively with the Corrections Division to support offenders as they reintegrate into their communities at the completion of their sentence.
Status: Work continues to support offenders reintegrate into their communities.

Priorities (2020-21)

- Complete the evaluation of the Victims Assistance Fund.
- Continue to promote the *Family Abuse Intervention Act* and its remedies.
- Continue to build community resilience and integrate 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.
- Develop and deliver trauma informed training programs for Victims' Services employees.
- Continue to work collaboratively with the Corrections Division to support clients as they reintegrate into their communities at the completion of their sentence.
- Develop a learning module for Community Justice Workers to support Victims' Services workers in delivering victim services.
- Develop a self care learning module and supports for Community Justice Outreach Workers.
- Develop a debriefing program and protocol for Community Justice frontline workers.

Priorities (2021-22)

- Support staff in participating in Inuktitut language courses.
- Provide support to Community Justice Specialists in being trained as Restorative Justice Trainers from a reputable certification body.
- Develop an internal strategy that integrates Inuit Societal Values, customary law and cultural competency into all sections of the Community Justice Program.
- Continue to assist Justice Committees in providing community-based justice and healing programs in order to address family violence and to divert cases from the formal criminal justice system.

Department of Justice

- Continue 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 a learning module to Community Justice Workers to support Victims' Services Workers in delivering victim services.
- Deliver a self care learning module and supports to Community Justice Outreach Workers in all Nunavut communities.
- Develop a Vicarious Trauma learning module for front line Community Justice staff and Justice Committees.

Priorities (2022-23)

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

Human Rights Tribunal

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

Objective

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

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Human Rights Tribunal		812	812	812	812
The Human Rights Tribunal hears human rights notifications from residents of Nunavut referred to it by the Human Rights Tribunal office, and makes determinations on how the notifications should be resolved.					
Total, Human Rights Tribunal		812	812	812	812

Priorities (2019-20)

- Maintain the membership of the Tribunal to ensure a full member adjudicative body.
Status: The Nunavut Human Rights Tribunal has six active members.
- Continue to identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut to maintain or increase intake.
Status: The Tribunal reviewed strategies for publicizing its role and presence through media.
- Continue to decrease decision turn-around times.
Status: Since the Nunavut Human Rights Tribunal now has six members, the decision turn-around time has decreased by 21%.

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.

Priorities (2022-23)

- Maintain the membership of the Tribunal.
- 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.

Legal Services Board

The Legal Services Board (LSB) is established under the *Legal Services Act* and is responsible for ensuring that all eligible persons in Nunavut receive legal aid and related services. The Board is also responsible for overseeing the operation of the following regional clinics: 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 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)	2019-20	2020-21	2021-22	2022-23
Legal Services Board		11,818	11,818	11,818	11,818
The Legal Services Board of Nunavut provides criminal, family, and civil/poverty legal aid services through a blended staff and private lawyer model to the people of Nunavut. The model is supported by a network of Inuit Court Workers.					
Total, Legal Services Board		11,818	11,818	11,818	11,818

Priorities (2019-20)

- Continue to assess Legal Services Board policies for needed amendments and new areas requiring development.
Status: The Legal Services Board continued to review policies and implemented the Inquest policy which articulates service provision in the context of Inquests.
- Continue to work on implementing the goals of the Legal Services Board Strategic Plan.
Status: The strategic plan designed and implemented a number of years ago reached the end of its lifecycle, plans are now underway to develop a new five-year strategic plan with a focus on enhancing access to services and breaking down bureaucratic barriers
- Continue to develop and implement Inuit Employment Plan.
Status: The Legal Services Board is on track to realize significant gains in its Inuit employment plan, regional directors, court workers, and support personnel are fully staffed by Inuit. The

Legal Services Board remains committed to hiring Inuit lawyers and other professionals to see its Inuit employment plan fully realized.

- Continue to develop work opportunities for graduates of the Nunavut Law School program.
Status: A comprehensive relationship developed with the Nunavut law program, the Legal Services Board implemented three summer student positions all of which were filled by the students of the Nunavut Law program. Development of the framework around longer term plans has been undertaken, and Legal Services Board stands ready to bring on as many graduates as possible.

Priorities (2020-21)

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

Priorities (2021-22)

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

Priorities (2022-23)

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

Financial Summary

Branch	2019-2020 Main Estimates		2020-2021 Main Estimates		2021-2022 Planned		2022-2023 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Advisory and Administrative Services								
Compensation & Benefits	5,981	49.0	8,307	66.0	8,307	66.0	8,307	66.0
Grants & Contributions	12,630		12,630		12,630		12,630	
Other O&M	1,173		1,091		1,091		1,091	
Subtotal	19,784		22,028		22,028		22,028	
Law Enforcement								
Compensation & Benefits	-	-	-	-	-	-	-	-
Grants & Contributions	-		-		-		-	
Other O&M	45,844		44,984		45,745		46,520	
Subtotal	45,844		44,984		45,745		46,520	
Lawyer Support Services								
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		351	
Subtotal	3,550		3,550		3,550		3,550	
Registries and Court Services								
Compensation & Benefits	9,189	78.0	8,876	75.0	8,876	75.0	8,876	75.0
Grants & Contributions	-		-		-		-	
Other O&M	5,330		5,361		5,361		5,361	
Subtotal	14,519		14,237		14,237		14,237	

Corrections								
Compensation & Benefits	27,784	216.0	27,784	216.0	27,784	216.0	27,784	216.0
Grants & Contributions	-		-		-		-	
Other O&M	10,035		10,035		10,035		10,035	
Subtotal	37,819		37,819		37,819		37,819	
Community Justice								
Compensation & Benefits	3,488	29.0	3,416	27.0	3,416	27.0	3,416	27.0
Grants & Contributions	1,519		1,153		1,153		1,153	
Other O&M	488		473		473		473	
Subtotal	5,495		5,042		5,042		5,042	
Total	127,011	398.0	127,660	410.0	128,421	410.0	129,196	410.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Justice	As at Sep. 30 2019		For March 31, 2021	
		Capacity %		Capacity %
Total Department Positions	398		410	
Total Filled Positions	283	71%	290	71%
Total Vacancies	115	29%	120	29%
Total Beneficiaries	125	44%	141	49%
Total Executive Positions	3		3	
Total Filled Executive Positions	1	33%	2	67%
Total Vacant Executive Positions	2	67%	1	33%
Total Beneficiaries in Executive Positions	1	100%	1	50%
Total Senior-Management Positions	8		8	
Total Filled Senior-Management Positions	7	88%	8	100%
Total Vacant Senior-Management Positions	1	13%	0	0%
Total Beneficiaries in Senior-Management Positions	0	0%	1	13%
Total Middle-Management Positions	26		27	
Total Filled Middle-Management Positions	23	88%	21	78%
Total Vacant Middle-Management Positions	3	12%	6	22%
Total Beneficiaries in Middle-Management Positions	7	30%	9	43%
Total Professional Positions	73		74	
Total Filled Professional Positions	52	71%	49	66%
Total Vacant Professional Positions	21	29%	25	34%
Total Beneficiaries in Professional Positions	13	25%	15	31%
Total Paraprofessional Positions	77		86	
Total Filled Paraprofessional Positions	40	52%	55	64%
Total Vacant Paraprofessional Positions	37	48%	31	36%
Total Beneficiaries in Paraprofessional Positions	20	50%	27	49%
Total Administrative Positions	211		212	
Total Filled Administrative Positions	160	76%	155	73%
Total Vacant Administrative Positions	51	24%	57	27%
Total Beneficiaries in Administrative Positions	84	53%	88	57%

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 September 30, 2019, out of a total of 398 positions, the Department of Justice is operating at 71% capacity with 115 vacancies. 125 positions are held by Inuit employees – this is 44% of total filled positions. The department is actively seeking ways to increase Inuit employment within the department.

In 2019-2020, 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.

In the 2020-2023 fiscal years, the Department of Justice will be participating in government-wide initiatives as well as department-specific initiatives to work towards achieving an average of 49% Inuit representation by 2023.

The department has seen various successes in the past year, which will contribute to the advancement of our IEP. Specifically, we would cite the passing of the new *Corrections Act*, the start to construction of the Qikiqtani Correctional Healing Centre, and our support for the Nunavut Law School. These accomplishments will support a more traditional approach to the administration of justice in our territory, which will in turn create a more welcoming and inclusive working environment.

Moving forward, the department has invested in programs that will further support our Inuit employees, while making our department more attractive for Inuit who wish to pursue a career in justice related fields.

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 (2019-20)

- 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, 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.

Department of Justice

- Focus on monitoring the departmental IE status, communicating with senior managers to adjust hiring strategies accordingly along with the time being.
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 Department of HR'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 Sivuliqtiksat 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 Qaujimagatunqangit 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 (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 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 Qaujimagatuqangit 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 (2021-2022)

- 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 Qaujimagajuqangit 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 (2022-23)

- Promote career in the Department of Justice to Nunavummiut.
- Provide information about the jobs that are available at the Department of Justice in order to have more Inuit prepare for career development.
- Support the Department of Human Resource's career broadening program, and encourage more Inuit employees in the department to develop their skills.
- Continue to provide both internal and external training and encourage staff to take on job training to improve their credentials.
- Accessing the 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

2020-2023

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CORE BUSINESS

	Budget (\$000)			
	2019-20	2020-21	2021-22	2022-23
Directorate	5,275	5,275	5,275	5,275
Official Languages	12,021	12,021	12,021	12,021
Heritage	5,966	6,025	6,025	5,799
Elders and Youth	2,208	2,208	2,208	2,208
Inuit Qaujimagatuqangit	1,335	1,335	1,335	1,335
TOTAL	26,805	26,864	26,864	26,638

Directorate

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

Objectives

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

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
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Deputy Minister's Office		632	632	632	632
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The Deputy Minister's office is responsible for overseeing the operations and services of Corporate Services and Policy and Planning divisions. In addition, the Deputy Minister is responsible for ensuring department-wide objectives, policies and budgets, and to monitor that priorities and objectives are achieved. The Deputy Minister is also responsible for providing support and advice to the Minister and Executive Council.

Assistant Deputy Minister's Office		322	322	322	322
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The Assistant Deputy Minister's office provides support to the Deputy Minister in departmental management. The Assistant Deputy Minister also provides leadership and direction for overseeing the operations and services of Official Languages, Elders and Youth, Inuit Qaujimagatuqangit, and Heritage.

Policy and Planning 831 **831** 831 831

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

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

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

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

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

Total, Directorate	5,275	5,275	5,275	5,275
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Priorities (2019-20)

- Begin negotiations for a new Canada-Nunavut Agreement on French Language Services and the Inuktitut Language.
Status: Discussions with Canadian Heritage have begun.
- Host the Ministerial Conference on the Canadian *Francophonie* in Nunavut.
Status: Completed. The federal, provincial and territorial Ministers reaffirmed the importance of intergovernmental collaboration to improve services in French and promote an inclusive Francophonie across the country. While showcasing Nunavut's distinct linguistic reality, they also recognized the richness and diversity of indigenous languages which are part of Canada's linguistic and cultural tapestry.
- Collaborate with the Department of Education to amend those areas of the Inuit Language Protection Act that pertain to education.
Status: The department proposed amendments to Bill 25 An Act to Amend the Education Act and the Inuit Language Protection Act to streamline timelines between the two acts as they pertain to the coming into force of the language of instruction provisions for grade 4 to grade 12.
- Review, evaluate and update the Grants and Contributions funding programs to meet the needs of Nunavummiut.
Status: Culture and Heritage has evaluated the department's Grants and Contributions Policies and will implement changes in 2020-21.

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

Status: Following the second edition of the Inuugatta Inuktuuqta conference, government and Inuit leaders committed to working together to ensure that Inuktitut preservation and promotion remains at the forefront of Inuit society. The Government of Nunavut's Uqausivut 2.0 lays down our common goals and strategies to strengthen this collaboration, and support the use of Inuktitut as a language of learning, language of work, language of services, and its revitalization.

- Develop an Iviqtipalliajut Framework Implementation and Communications Plans.

Status: Completed, Culture and Heritage has shared the plans with departments to begin implementation in 2020-21.

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 strategically coordinate and promote common approaches to strengthen the foundation for a fully functional, bilingual society in Inuktitut.
- Begin the implementation of the Iviqtipalliajut Framework Implementation and the Communications Plans.

Priorities (2021-22)

- Review and evaluate the departmental Iviqtipalliajut Framework Implementation plans.

Priorities (2022-23)

- Review and evaluate Uqausivut 2.0.
- Continue to review and monitor the departmental Iviqtipalliajut Framework Implementation Plans.

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.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
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Official Languages Administration		292	294	294	294
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Official Languages Administration provides overall direction and planning for the management and delivery of the Branch’s programs and services. Key responsibilities include the development of language regulations and policies, ongoing consultations with territorial institutions and others, maintenance of the Uqausivut Plan, and monitoring government-wide language implementation activities and results.

Translation Bureau		4,439	4,439	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.

Inuktitut Affairs		1,287	1,400	1,400	1,400
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Inuktitut Affairs supports the management, implementation and monitoring of Inuit language obligations, programs and services by departments and public agencies. It coordinates policies and programs intended to promote the revitalization and vitality of Inuktitut in Nunavut, in accordance with the *Inuit Language Protection Act* and the *Official Languages Act*. It also administers Inuktitut language funding programs, and creates public awareness and appreciation about the status, history and diversity of Inuktitut, including dialogue with Inuit representatives within and outside of the Territory.

Language Implementation Fund		5,000	5,600	5,600	5,600
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The Inuit Language Implementation Fund assists Departments and public agencies in building their capacity to deliver programs and services in Inuktitut. The funds are centrally administered by the Department of Culture and Heritage to ensure effective management and accountability.

Community Inuit Language Initiatives 713 - - -

Community Inuit Language Initiatives provides grants and contributions that support community-based initiatives that support the development, preservation, use and promotion of Inuktitut.

Francophone Affairs 290 **288** 288 288

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

Total, Official Languages 12,021 12,021 12,021 12,021

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.

Status: As a registered event of the International Year of Indigenous Languages, the Inuugatta Inuktuuqta Conference brought together 150 people to share experiences with Inuktitut revitalization and maintenance. Culture and Heritage continues to promote public awareness and appreciation of Inuktitut through the Qilaut Songwriting Contest and Uqausirmut Quviasuutiqarniq. The “Inuktuuqta! Let’s Speak Inuktitut” campaign also encouraged the greater use of Inuktitut, particularly in the private sector.

- 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.

Status: Completed, the translations policy has been updated and the department continues to work with departments on service delivery in Inuktitut under Uqausivut 2.0.

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.

Priorities (2022-23)

- Increased capacity and opportunities to support community members to learn and use Inuktitut in community-led activities and programs, including language and cultural programming aimed to support language revitalization in Kitikmeot and other communities where it is most needed.

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)	2019-20	2020-21	2021-22	2022-23
Heritage Administration		1,819	1,878	1,878	1,874
Heritage administration provides overall direction and planning for the management and delivery of culture and heritage initiatives in Nunavut. Key program responsibilities include the development of policies and programs designed to preserve and promote Nunavut’s unique cultural heritage at the local, national, and international level.					
Culture and Heritage Initiatives		2,058	2,058	2,058	2,058
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.					
Archaeology Program		375	375	375	375

The Archaeology Program promotes the protection, conservation and appropriate investigation and interpretation of archaeological sites in Nunavut. It achieves these goals by administering archeological and palaeontological research in Nunavut, and by assisting various regulatory agencies controlling land use activities that threaten archaeological sites. Inter-institutional

relationships are maintained with the archaeology and paleontology research communities, government, commercial entities, Nunavut communities, and Nunavut Agreement Designated Inuit Organizations such as the Inuit Heritage Trust.

Archives Program 208 **208** 208 208

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

Heritage Collections 222 **222** 222 -

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.

Toponymy Program 151 **151** 151 151

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

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

Nunavut Public Library Services (NPLS) provides leadership and support to community libraries in the development and implementation of policies, programs and services aimed at strengthening the literacy, access to information and information technologies of Nunavummiut, and access to Inuit Language materials for information and entertainment. To fulfill this role, NPLS provides operational funding to 9 community libraries, and purchases library materials relevant to the north and Nunavut’s communities. The Service makes the acquisition and distribution of Inuit language materials a priority to foster literacy in the Inuit languages. The division also works with Government departments and community organizations to facilitate the development of resources which reflect local and territorial priorities.

Total, Heritage **5,966** **6,025** **6,025** **5,799**

Priorities (2019-20)

- Complete Official Place names for Iqaluit.
Status: Initiated, the consultation process will continue into 2020-21 given the complexity and size of Iqaluit.
- Complete digitization of the government’s Historic Archives Collection.

Status: Initiated, work will continue into 2020-21.

- Begin the repatriation process of archeological human remains to selected communities, in collaboration with Inuit Heritage Trust.

Status: Completed, guidelines have been developed in conjunction with the Inuit Heritage Trust and repatriation planning has started in Cambridge Bay.

- Complete traveling exhibit program involving selected Archives, Museum Objects and Inuit Art from the Heritage Collection to selected locations in Nunavut.

Status: Completed, the department has partnered with organizations to deliver an exhibit program in 2020-21.

Priorities (2020-21)

- Complete Official Place names for Baker Lake.
- Increase the access to technology and digital services in community libraries.
- Offer collections management training and workshops for heritage facility workers.

Priorities (2021-22)

- Develop an internship program in conjunction with Inuit Heritage Trust for collections management.
- Begin the process of revising and updating the Library Act.

Priorities (2022-23)

- Complete place names for Grise Fiord.
- Complete Artist Residency program at the Winnipeg Art Gallery.

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)	2019-20	2020-21	2021-22	2022-23
Elders and Youth Administration		605	605	605	605
Elders and Youth Administration provides overall direction and planning for the various Elders and youth programs and services that are delivered by the department.					
Elders Support Program		405	405	405	405
The Elders Support Program supports community-based Elder initiatives throughout Nunavut. These initiatives include support for the recording of Inuit oral history and traditional songs.					
Youth Support Program		398	398	398	398
The Youth Support Program supports community-based youth initiatives throughout Nunavut.					
Elders and Youth Initiatives		800	800	800	800
The Elders and Youth Initiatives program provides funding for community-based initiatives that support elders and youth across the territory, elders and youth committees, and minor renovations to elders and youth facilities.					
Total, Elders and Youth		2,208	2,208	2,208	2,208

Priorities (2019-20)

- Develop and deliver on-the-land survival skills workshops focusing on traditional gender-specific roles and contemporary situations.
Status: Initiated, the next On-the-Land Program will be in Kitikmeot Region, to be determined by Elder Committees, for delivery during the winter or spring of 2020.
- Collect oral traditions and definitions on women tool making program and the development of a booklet.
Status: Collection of information will be completed during the tool making workshop taking place in the Kivalliq Region during the spring of 2020.
- Develop and deliver drum dancing, chanting and throat singing workshops for the Baffin Region.
Status: Initiated, the department has engaged elder committees in the Baffin region to conduct a drum dancing, chanting and throat singing workshop. There are ongoing discussions as to location and number of participants.

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 and Kitikmeot Regions.
- Host a women tool-making workshop.

Priorities (2022-23)

- Hold a Kitikmeot Regional Youth Committee 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 Katimajiit, and chairs the interdepartmental Tuttarviit Committee. It also administers contribution agreements for community based Inuit Societal Values initiatives.

Objectives

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

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Inuit Qaujimajatuqangit		935	935	935	935
The Inuit Qaujimajatuqangit Division takes the lead on coordinating Inuit Qaujimajatuqangit and Inuit Societal Value approaches across the government. This division also provides administrative support to the Inuit Qaujimajatuqangit Katimajiit and chairs the interdepartmental Tuttarviit committee.					
Inuit Societal Values Initiatives		400	400	400	400
Under the Inuit Qaujimajatuqangit Branch, the department provides contributions that support Inuit Societal Values.					
Total, Inuit Qaujimajatuqangit		1,335	1,335	1,335	1,335

Priorities (2019-20)

- Host the Inuit Qaujimajatuqangit summit for the 20th anniversary of Nunavut.
Status: The Inuit Qaujimajatuqangit conference was held October 29 and 30 in Iqaluit with over 120 participants and representation from across Nunavut.
- Deliver in-service sessions for government employees on Inuit Qaujimajatuqangit Customary Laws.
Status: The department continues to deliver Inuit Qaujimajatuqangit Customary Laws through the Iviqtipalliajut implementation planning process.
- As a part of the implementation of Iviqtipalliajut; streamline the roles of the Iviqtipalliajut coordinators within the departments, and review and implement changes to the Terms of Reference of the Tuttarviit committee.
Status: The departmental Iviqtipalliajut Coordinator job descriptions and the Terms of Reference of the Tuttarviit committee are completed.
- Identify and prioritize objectives for Iviqtipalliajut through annual workplans for each departments and public agencies.
Status: Deferred, Iviqtipalliajut implementation workplans are being developed by departments for 2020-21.

Priorities (2020-21)

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

Priorities (2021-22)

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

Priorities (2022-23)

- Host an Inuit Qaujimajatuqangit Summit in the Kitikmeot region.

Financial Summary

Branch	2019-2020		2020-2021		2021-2022		2022-2023	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	2,523	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	576		576		576		576	
Subtotal	5,275		5,275		5,275		5,275	
Official Languages								
Compensation & Benefits	6,289	41.0	6,289	41.0	6,289	41.0	6,289	41.0
Grants & Contributions	1,778		1,793		1,793		1,793	
Other O&M	3,954		3,939		3,939		3,939	
Subtotal	12,021		12,021		12,021		12,021	
Heritage								
Compensation & Benefits	2,174	16.8	2,174	16.8	2,174	16.8	1,952	14.8
Grants & Contributions	2,058		2,058		2,058		2,058	
Other O&M	1,734		1,793		1,793		1,789	
Subtotal	5,966		6,025		6,025		5,799	
Elders and Youth								
Compensation & Benefits	1,079	8.0	1,079	8.0	1,079	8.0	1,079	8.0
Grants & Contributions	800		800		800		800	
Other O&M	329		329		329		329	
Subtotal	2,208		2,208		2,208		2,208	
Inuit Qaujimagatuqangit								
Compensation & Benefits	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	
Total	26,805	97.8	26,864	97.8	26,864	97.8	26,638	95.8

Inuit Employment Plan

Departmental Inuit Employment Targets				
Culture and Heritage	As at Sep. 30 2019		For March 31, 2021	
		Capacity %		Capacity %
Total Department Positions	97.8		97.8	
Total Filled Positions	70.8	72%	75.8	78%
Total Vacancies	27	28%	22	22%
Total Beneficiaries	56	79%	62	82%
Total Executive Positions	2		2	
Total Filled Executive Positions	1	50%	2	100%
Total Vacant Executive Positions	1	50%	0	0%
Total Beneficiaries in Executive Positions	1	100%	2	100%
Total Senior-Management Positions	7		7	
Total Filled Senior-Management Positions	4	57%	6	86%
Total Vacant Senior-Management Positions	3	43%	1	14%
Total Beneficiaries in Senior-Management Positions	2	50%	5	83%
Total Middle-Management Positions	16		16	
Total Filled Middle-Management Positions	13	81%	14	88%
Total Vacant Middle-Management Positions	3	19%	2	13%
Total Beneficiaries in Middle-Management Positions	9	69%	10	71%
Total Professional Positions	46		46	
Total Filled Professional Positions	34	74%	34	74%
Total Vacant Professional Positions	12	26%	12	26%
Total Beneficiaries in Professional Positions	29	85%	29	85%
Total Paraprofessional Positions	8		8	
Total Filled Paraprofessional Positions	4	50%	5	63%
Total Vacant Paraprofessional Positions	4	50%	3	38%
Total Beneficiaries in Paraprofessional Positions	3	75%	4	80%
Total Administrative Positions	18.8		18.8	
Total Filled Administrative Positions	14.8	79%	14.8	79%
Total Vacant Administrative Positions	4	21%	4	21%
Total Beneficiaries in Administrative Positions	12	81%	12	81%

Capacity

As of September 30, 2019, the Department of Culture and Heritage was operating at 72% capacity with 27 vacancies. There were a 79% of filled positions held by Inuit employees. The department is actively seeking ways to fill positions and to achieve a representative level of Inuit employment as identified in the Nunavut Agreement.

The actions taken to improve the department's overall capacity includes:

- There are ongoing efforts to hire Interpreter/Translator Program students as summer students, relief workers and for casual employment. The instructors from the Interpreter/Translator Program informed all the students that Culture and Heritage offers Practicums twice a year, annually.
- The Heritage division has reached out to the NAC's Environmental Technology Program. There are also plans to collaborate with the Department of Education and possibly with the local District Education Authority to identify career fairs in schools.

Inuit Employment Plans

The Department of Culture and Heritage has placed an 82% Inuit employment target for March 31, 2021 as shown on the summary chart, with operating at 78% capacity with 22 vacancies.

To reach the previous Inuit employment target of 82%, 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 actions to be taken in order to achieve the new Inuit employment target of 82% 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 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.

Priorities 2022-2023

- Providing internal education sponsorships to develop and retain Inuit employees for future career advancement in the Paraprofessional and the Administrative Support categories.

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Department of Education

Business Plan

2020-2023

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INTRODUCTION

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

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

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

CORE BUSINESS

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

	Budget (\$000)			
	2019-20	2020-21	2021-22	2022-23
Directorate	3,998	3,920	3,920	3,920
Policy and Planning	2,687	2,614	2,614	2,614
Corporate Services	4,793	4,746	4,746	4,746
Early Learning and Child Care	6,180	6,159	6,159	6,159
Curriculum, Resources, and Éducation en français	7,641	7,600	7,600	7,600
Student Achievement	4,687	5,604	5,604	5,604
K-12 School Operations	171,380	177,705	177,705	177,705
Educator Development	9,951	10,372	10,372	10,372
Advanced Education	12,316	14,153	14,153	14,153
TOTAL	223,633	232,873	232,873	232,873

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)	2019-20	2020-21	2021-22	2022-23
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Directorate		1,053	1,069	1,069	1,069
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Directorate is responsible for the overall operation of the department and recommends goals, objectives and standards to the Minister. Directorate is ultimately responsible for the provision of strategic direction for the department, as well as ensuring that the government mandate and Ministerial direction are implemented faithfully.

Communications		610	583	583	583
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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.

Partner Relations		1,670	1,603	1,603	1,603
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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.

Coalition of Nunavut DEAs	665	665	665	665
Provides contribution funding to the Coalition of Nunavut District Education Authorities to work on behalf of District Education Authorities and to support District Education Authorities.				
Total, Directorate	3,998	3,920	3,920	3,920

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.
Status: It is anticipated that a draft 10-Year Strategic Plan will be completed by summer 2020.
- Continue to implement a Family Engagement campaign linked to a policy on student attendance and engagement.
Status: The department is currently working with partners to obtain feedback on resources to be included on the Family Engagement website. Feedback from partners will be integrated into a redesigned website which is set to be public by March 2020. The department is also developing a Registration and Attendance Policy Toolkit for District Education Authorities. The toolkit is anticipated to be complete by March 31, 2020.
- Continue to develop and implement new communications campaign to promote teaching and other education occupations for Inuit and to support Inuktitut.
Status: Recruitment packages have been distributed to all high school students to promote a career in teaching. The department continues to attend career fairs and uses social media regularly to attract teachers and potential teachers. Additional resources will be developed in partnership with Nunavut Arctic College to promote teaching opportunities and the Nunavut Teacher Education Program.
- Continue to implement a communications strategy related to the *Education Act* and *Inuit Language Protection Act* initiatives.
Status: The communications strategy was successfully implemented throughout the review of the Education Act and Inuit Language Protection Act. Social media posts, a user’s guide to Bill 25 and a consultation report have been produced and published on the department’s website. The strategy is ongoing for the lifecycle of the review.
- Begin a review and update to the District Education Authority / Commission scolaire francophone du Nunavut manual.
Status: A review of the manual has been initiated and will align with the proposed amendments to the Education Act. It is anticipated that a review of the District Education Authority / Commission scolaire francophone du Nunavut Orientation and Training Manual will be completed by March 2020.

Department of Education

- Continue to develop and implement a department-wide communications strategy with a focus on informing and engaging with key education stakeholders.
Status: This strategy is currently in the early stages of development. It is anticipated it will still be in the development phase by March 31, 2020.

Priorities (2020-2021)

- Implement a Family Engagement initiative with education partners to increase community and parental involvement.
- Develop and implement a communications plan to support consultation on proposed amendments to the *Child Day Care Act*.
- Support the development of the 10-Year Educator Retention and Recruitment Strategy
- Develop and implement communications guidelines to increase the effectiveness of internal communications within the department and its regional offices.
- Review and evaluate the effectiveness of 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.
- Pilot the Registration and Attendance Policy Toolkit with select District Education Authority(ies) and the Commission scolaire francophone du Nunavut.

Priorities (2021-2022)

- Provide oversight on the implementation of a 10-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 evaluated the effectiveness of the Family Engagement Awareness campaign and begin planning for a 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.

Priorities (2022-2023)

- Continue to develop and begin planning for the launch of the Family Engagement campaign for 2022-2025.
- Continue to implement a communications campaign to promote teaching and other education occupations for Inuit, and to support Inuktitut.
- Evaluate the effectiveness of internal communications within the department and its regional offices.
- Evaluate the effectiveness of all departmental initiatives related to Inuit educator recruitment, training, and retention.

Policy and Planning

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

Objectives

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

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Policy Development		1,058	1,062	1,062	1,062
This unit leads the department's efforts to research, develop and consult with partners, obtain approval, and coordinate the implementation of various authoritative documents ranging from policies and directives to manuals and guidelines.					
Legislation		359	232	232	232
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: <i>Education Act, Child Day Care Act, Universities and Degree Granting Institutions Act, and Nunavut Arctic College Act</i> . This unit also leads effective research into legislation development, and reviews and updates legislation to meet the needs of Nunavummiut.					
Planning, Reporting and Evaluation		700	745	745	745
This unit provides leadership related to the department's strategic planning and reporting processes, including business planning, annual planning, etc. It also leads efforts to ensure that internal reporting on program effectiveness is in place, and that the department is maintaining its obligations to report on its progress to the legislature. It also takes a leadership role in setting the department's strategic Inuit Employment Plan.					
Sivummuakpaallirutiksat		420	420	420	420
The Sivummuakpaallirutiksat 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		150	155	155	155
This position was designed to work with internal and external stakeholders to monitor and ensure that the department is meeting targets set out in the Inuit Employment Plan, and to assess the department's efforts towards creating a culturally safe and representative environment in which Inuit will want to work.					
Total, Policy and Planning		2,687	2,614	2,614	2,614

Priorities (2019-2020)

- Continue work to develop regulations for the *Education Act*, specifically focusing on Home Schooling regulations.
Status: Policy intentions for the Student Record Regulations have been developed and the first phase of consultations on proposed amendments to the regulations is complete. It is anticipated that the updated Student Record Regulations will be completed and ready for the legislative

process by March 2020. The department continues to develop regulations to support the Education Act, including the 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.
Status: The department continues to work on the development of a 10-Year Strategic Plan. The initial scope of work has been expanded to include greater engagement from partners and stakeholders. It is anticipated that a draft 10-Year Strategic Plan will be completed by summer 2020.
- Monitor progress related to implementing Inuit Employment Plan and specifically the action items found within.
Status: The department actively monitors the implementation of the Inuit Employment Plan, including the progress of specific action items contained. The results of this monitoring inform the department actions and initiatives going forward.
- Continue to design and implement key performance indicators and reporting mechanisms for divisional programs and services.
Status: The department has initiated the development of a monitoring and evaluation framework that will identify and report on key performance indicators for each division.

Priorities (2020-2021)

- Review and prepare proposed amendments to the *Child Day Care Act*.
- Update relevant *Education Act* regulations to align with legislative amendments.
- Monitor and report on progress of the 10-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 the Inuit Employment Plan.

Priorities (2021-2022)

- Coordinate implementation of the 10-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.
- Begin consultations on proposed amendments to the *Child Day Care Act*.

Priorities (2022-2023)

- Redesign the collection and reporting of education data and key performance indicators.
- Begin a review of the *Universities and Degree-Granting Institutions Act*.
- Continue coordination of the implementation of the 10-Year Strategic Plan and specific priorities contained within.
- Support preparation of the *Child Day Care Act* for the legislative process.
- Begin a review of the *Student Financial Assistance Act*.

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)	2019-20	2020-21	2021-22	2022-2023
Director’s Office		606	566	566	566

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

Financial Management	1,021	1,062	1,062	1,062
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This unit is responsible for managing overall department budget and expenditure controls; providing financial planning and administration for the department; safeguarding assets, preparing and issuing financial reports and providing advice.

Human Resource Management	375	347	347	347
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This unit provides expertise to the department’s senior management team with respect to GN hiring practices, employee relations, casual and substitute staffing, and leave and attendance.

Information Systems	2,098	2,068	2,068	2,068
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This unit provides expertise and departmental direction on matters pertaining to information and communication technology ranging from supporting distance learning, database, and system development and maintenance, network design and support, and software and hardware project management.

Health and Safety	434	447	447	447
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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.

Capital Planning	259	256	256	256
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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.

Total, Corporate Services	4,793	4,746	4,746	4,746
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Priorities (2019-20)

- Review and begin evaluation of the department’s Occupational Health and Safety Policy and reporting requirements.
Status: The department has begun the process of reviewing and adding to its Health and Safety programming with the development of a supporting policy on School Excursions and Land Trips to ensure student safety is the primary consideration.
- Provide the necessary hardware and administrative supports to allow more schools to develop capacity for video conferencing and distance learning.
Status: The department has increased its video conferencing capabilities from 20 schools in 2018-19 to 28 in fiscal 2019-20. The Department has secured 17 Cisco systems that will be installed in the remaining schools over the next 3 fiscal years.
- Develop a long-term strategic plan for information technology in schools.
Status: The department has begun developing a new Closed Circuit Television Policy for Nunavut Schools. The Closed Circuit Television Policy is one of many policies that will

continue to be developed by the department in order to better support information technology inside and outside of schools.

- In partnership with Community and Government Services, begin to review and develop new building standards for schools.
Status: The department has conducted kick-off meetings to establish criteria to enable the Government of Nunavut to engage with an external consultant to develop new capital standards. It is anticipated that these standards will be completed by fall 2020.
- 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.
Status: The department is exploring the possibility of transitioning to a full day kindergarten program. To prepare for this potential transition, the department is gathering information to determine feasible options for considerations for the implementation of a full day program.

Priorities (2020-21)

- Create and integrate an all-encompassing manual on critical events, crisis response, loss prevention, school and medical plans, postvention, and fire safety into school programming.
- Continue to provide the necessary hardware and administrative supports to allow schools to develop capacity for video conferencing and distance learning.
- Continue to develop IT policies and procedures to better support information technology in schools.
- Finalize options and an implementation plan for consideration for the rollout of a full day kindergarten program.
- Continue to work with GN departments and agencies to determine options to invest in infrastructure to enhance accessibility and affordability to child care facilities and resources.
- Begin to implement new capital standards on all new construction builds across the territory.
- Develop a bussing allocation scoring matrix that will provide additional transparency on bussing purchases for communities.

Priorities (2021-2022)

- Continue to enhance the delivery of proactive fire safety and health and safety programming in schools, department offices, and facilities across Nunavut.
- Continue to develop IT policies and procedures to better support information technology in schools.

- Continue to provide the necessary hardware and administrative supports to allow schools to develop capacity for video conferencing and distance learning.

Priorities (2022-2023)

- Identify opportunities for improvement on health, safety, and emergency preparedness training, programming, and implementation.
- Continue to provide the necessary hardware and administrative supports to allow schools to develop capacity for video conferencing and distance learning.
- Test and pilot a replacement Student Information System.

Early Learning and Child Care

Early Learning and Child Care is responsible for promoting early childhood development and early learning for children 0 to 6 years of age. The division promotes quality care and education for children by licensing, inspecting, and providing guidance and support to all licensed child care 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.
- To provide support to programs and services specifically aimed at 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)	2019-20	2020-21	2021-22	2022-23
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Director's Office		368	340	340	340
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The budget provides for the staffing infrastructure to oversee the Early Learning and Child Care division.

Early Childhood Resources		694	713	713	713
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This unit is responsible for researching, developing, and recommending resources and assessments for use within an Inuit and northern context in early learning facilities. This unit manages funding to support the research and development of those resources to support high-quality learning within child care centres, as well as administrative funding to support early childhood resource development. This includes compensation and benefits, and operations and maintenance funding for staff in this branch.

Early Childhood Development and Administration		890	878	878	878
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This unit is responsible for the licensure and inspection of child care facilities within the territory, as well as the administration of programs and services to promote and increase access and affordability to child care. This is where the administrative funding is located to support early childhood program oversight and training. This includes compensation and benefits, and operations and maintenance funding, for staff in Iqaluit and in the department's regional offices.

Healthy Children Initiative		908	908	908	908
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The Healthy Children Initiative provides funding for communities to develop or enhance programs and services for prenatal children to age six, and their families. The Healthy Children Initiative provides funding through two streams. The first is Community Initiatives, which provides funding for the enhancement or development of early childhood programs and services. The second program is Supportive Services, which provides funding on an individual basis for children requiring intensive support or specific assistance.

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

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

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

Total, Early Learning and Child Care	6,180	6,159	6,159	6,159
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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.
Status: The Nunavut Early Learning and Child Care Framework will be completed by March 31, 2020 and the associated action plan is anticipated to be developed by fall 2020. The department anticipates the implementation of the framework will begin in 2020-2021.
- 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.
Status: Three different sets of resources have been developed for licensed early childhood facilities, including puppets, books, puzzles, manipulatives and the Inuktitut Language Play Program. These resources will be distributed to all licensed facilities by March 31, 2020.
- Implement an early childhood development strategy specifically aimed at families who are not accessing early childhood programs.
Status: Development of this strategy has been delayed. This work is expected to begin in 2020-2021.
- Support child care societies, facilities and other stakeholders to participate in consultations related to the replacement of the *Child Day Care Act*.
Status: This priority has been deferred. Work on the review of the Child Day Care Act, including the development of proposed amendments, is expected to begin in 2020-2021.

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.
- Develop the early childhood development strategy specifically aimed at families who are not accessing early childhood programs.
- Support the process to amend 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.
- Implement and monitor the 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 proposed amendments to the *Child Day Care Act*.

Priorities (2022-2023)

- Update and standardize early learning and childcare workshops and training for staff, boards and parents.
- Continue the development of language and culturally based standardized program resources for families and early childhood programs and services.
- Review and update the child care facility inspection and licensing process.
- Support the preparation of proposed amendments to the *Child Day Care Act* for the legislative process.

Curriculum, Resources, and Éducation en français

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

Objectives

- To ensure that all schools have access to and are using appropriate curriculum, and provide teaching and learning resources that meet the linguistic, cultural, and learning needs of Nunavut students.
- To support the efforts of District Education Authorities, including the Commission scolaire francophone du Nunavut, to develop local programs that modify the School Program to meet local needs.

- To ensure that Nunavut’s curriculum and resources in all programs of study are available to educators, parents, and the general public.
- To conduct reviews of third-party proposals to modify the Education Program to ensure that they are culturally, linguistically, and academically appropriate, and are of educational benefit for Nunavut students.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Curriculum Development		3,047	3,111	3,111	3,111
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 <i>Education Act</i> and the <i>Inuit Language Protection Act</i> , for ensuring that Nunavut Education Program promotes Inuit culture and languages.					
Resource Services		3,731	3,756	3,756	3,756
Resource Services is responsible for the creation, publication, and distribution of teaching resources and learning materials and other operational resources as approved by the Minister, ensuring these resources align with and support the curricular outcomes outlined in approved curriculum. The division is responsible for the management of funding for Inuit Language Implementation to ensure materials are developed and made available in all Nunavut’s official languages per the <i>Education Act</i> and <i>Inuit Language Protection Act</i> . The division is also responsible for inventory and supply chain management of teaching and learning resources, including copyright management, and the digitizing and archiving of educational materials.					
Éducation en français		863	733	733	733
Éducation en français is responsible for the provision of services to the francophone community. This Division supports the Commission scolaire francophone du Nunavut in their delivery of the French First Language curriculum, projects, and programs in French as a first language pursuant to the Department of Education’s obligations under the <i>Education Act</i> , the <i>Official Languages Act of Nunavut</i> and the <i>Canadian Charter of Rights and Freedoms</i> , which recognizes the status of the Francophone minority. The Division is also responsible for the appropriate delivery of the French Additional Language curriculum in Nunavut schools.					
Total, Curriculum, Resources, and Éducation en français		7,641	7,600	7,600	7,600

Priorities (2019-2020)

- Maintain the curriculum and resource database on the department website to display approved curriculum and resources for Nunavut schools.
Status: The department maintains its website regularly. Additional resources were added to the curriculum and resource database on the department website throughout the 2019-20 fiscal year.

- 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.
Status: Additional resources for the Inuktitut Titiqiriniq literacy program were developed in 2019-20, including materials for Inuktitut instruction, such as levelled readers, teacher handbooks, in-service videos and phonics materials; and Inuinnaqtun instruction, such levelled readers, program binders, and video activities.
- 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.
Status: Four terminology meetings were held in 2019-20 (three in Inuktitut and one in Inuinnaqtun) to develop vocabulary for teaching and learning resources, in the subject areas of math, science, and social studies, as well as education terminology for use in curriculum documents.
- 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.
Status: The department is currently in the process of developing a made in Nunavut health curriculum to address health, wellness, and social-emotional learning. A working group was established in 2019 and has begun research on best practices, appropriate learning outcomes and competencies, and effective teaching strategies.
- 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: In 2019-20, the department undertook a gap analysis and a cross-jurisdictional survey of core curriculum across Canada, including Alberta. Based on this cross-jurisdictional scan, the Alberta curriculum was not recommended.
- 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.
Status: The department has developed a multi-year plan to develop made-in-Nunavut core curriculum in all subject areas, from Kindergarten to Grade 12. A new curriculum Transition Team was established to help students successfully navigate through the Education Program to post-secondary education and into the labour market.
- Continue to implement an Uqausiliriniq language curriculum development plan to fully support Nunavut's language of instruction models.
Status: In 2019-2020, the department completed draft Inuktitut Language Arts curriculum for Grades Kindergarten-6 for first and second language instruction. Field testing and training will begin with schools in January 2020 and finish in March 2020.

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 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 Kindergarten-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 for Grade 7-12.
- Continue to develop curriculum across strands that fully supports a functional bilingual, multi-lingual society.
- Implement Career Planning and Program Planning at Grade 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 Qaujimagatunqangit principles, and supports bilingual education.

Priorities (2022-2023)

- Continue development of additional Inuktitut resources required to support Nunavut's Literacy Framework Kindergarten-Grade 12 with a focus on writing and word study; as well as levelled books, literacy centres, learning activities, classroom supports, digital formats, alternative publication formats, and teacher resources.
- Develop teaching and learning resources across grades and subject areas from Kindergarten to Grade 3, to support field testing and implementation of new curricula, with a focus on Inuktitut first and second language.
- Continue to develop curriculum across strands that fully supports a functional bilingual, multi-lingual society.
- Continue to develop core curriculum in all subject areas through grades ,for Kindergarten-Grade 6, with Grade 7-9 and Grade 10-12 to follow.
- Continue to develop and or adapt curriculum that focuses on global competencies, Inuit Qaujimagatunqangit 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)	2019-20	2020-21	2021-22	2022-23
Director's Office		738	733	733	733
The budget provides for the staffing infrastructure to oversee the Student Achievement division.					
Student Assessment		1,197	1,155	1,155	1,155
Student Achievement is responsible for overseeing the development of assessment and reporting policies as well as procedures and standards, and designing, developing, implementing, administering and evaluating assessment tools. It is also responsible for keeping and managing complete and accurate records of student information.					
Student Support		1,309	1,133	1,133	1,133
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		1,443	2,583	2,583	2,583
Student Achievement is responsible for the provision of education support services for Nunavut students that may be required to enable them to access the Education Program. Supports may range from the provision of assistive technology required for use in the classroom, to diagnostic assessment, and the provision of specialized services and supports.					
Total, Student Achievement		4,687	5,604	5,604	5,604

Priorities (2019-2020)

- Begin to implement the Nunavut Assessment, Evaluation and Reporting Policy and Framework K-12.
Status: Consultations on the framework were completed in 2019 and resulted in an enhanced focus on Inuit *Qaujimaqatuqangit*, which informed the ensuing work. The department has reassessed the implementation plan and will implement the policy and framework together with the handbook in 2020-21.
- Complete consultations for, and draft, an Assessment, Evaluation and Reporting Handbook.
Status: This work proceeded together with the work on the Student Records Regulations and the Student Records Information Management Directive and the work of upgrading the Student Information System for improved data-collection, evaluation and monitoring. Consultations are underway and the draft handbook is anticipated to be completed by March 2020.
- Implement the Nunavut Student Attendance and Engagement Policy.
Status: A working group was established in 2019 to increase the standardization and improvement of system-wide collection, recording, evaluation, and monitoring of student attendance data. The goal of this initiative is to develop data-driven recommendations to enhance student attendance on an annual basis.

- Develop *Education Act* Regulations specifically focused on Student Record Regulations and complete the Nunavut Student Records Information Management Directive.
Status: Consultations on proposed amendments to the regulations were completed and it is anticipated that the Student Information and Management Regulations and directive will be finalized by March 2020.
- Begin to implement an Inclusive Education Framework and action plan that will respond to the external Inclusive Education review recommendations.
Status: The Inclusive Education framework and policy were completed in 2019 after consultation with Inuit Qaujimagatuqangit Katimajit. A Deaf and Hard of Hearing Specialist and a Student Support Program Coordinator were hired into the Student Achievement division. The Individual Student Support Planning Handbook was implemented for use in schools. Training in areas related to inclusive education and student support was delivered to Ilinniarvimmi Inuusilirijit, student support teachers, and student support assistants.
- Complete the Draft Nunavut Inclusive Education Handbook.
Status: The Nunavut Inclusive Education Handbook consists of a series of handbooks and guides that are being developed and rolled out one-by-one. The department has completed the draft for the Student Support Assistant Handbook. It is anticipated that by March 2020 the Handbook will be distributed to schools. Student support assistants will be introduced to it in February 2020 as part of their professional development.
- Continue to expand and evaluate the Education Support Services Program to better support the success in learning of all school-aged Nunavummiut.
Status: The department continues to expand the range of the Education Support Services Program. In the Qikiqtani region, schools could request and received services from occupational therapists, speech language pathologists, physiotherapists, and behaviour specialists. In the Kivalliq region, the department increased Health-provided services of speech language pathology, and physiotherapy by one visit per community. The department issued a request for proposals from education support services providers for 2019-2022.
- 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.
Status: It is anticipated that by March 2020 the framework will be drafted and that work on implementing the action plan will continue. Capacity-building training was delivered to principals, student support teachers, Ilinniarvimmi Inuusilirijit, student support assistants, and youth, to foster safe and caring schools.
- Begin to explore options for an early years' assessment for Inuktit Language Arts in relation to the new Inuktit Language Arts K-6 (first language) curriculum.
Status: A working group was established to update Inuktit Language Arts measurable curricular outcomes. In 2019, a curriculum assessment tools gap analysis was completed, and a syllabics recognition assessment tool was developed. It is anticipated that the curriculum and related assessment tools will be field tested in early 2020.

Priorities (2020-2021)

- Implement the Nunavut Assessment, Evaluation and Reporting Policy, Framework Kindergarten to Grade 12, and associated Handbook.
- Field-test an early years assessment for Inuktitut Language Arts in relation to the Inuktitut Language Arts Kindergarten to Grade 6 (first language) curriculum.
- Continue implementing an Inclusive Education Framework Kindergarten to Grade 12, Action Plan and associated handbooks.
- Begin to implement a Safe and Caring Schools Framework and Action Plan that will support student social-emotional development.
- 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 Kindergarten to Grade 12, and associated 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 align with the revised Student Record Regulations.
- Continue to implement a Safe and Caring Schools Framework and Action Plan that will support student social-emotional development.
- 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.

Priorities (2022-2023)

- Monitor and evaluate the implementation of an early years' assessment for Inuktitut Language Arts in relation to the Inuktitut Language Arts Kindergarten to Grade 6 (first language) curriculum.
- Monitor and evaluate the implementation of the Nunavut Assessment, Evaluation and Reporting Framework Kindergarten to Grade 12, Policy and associated Handbook.
- Continue to evaluate, update and maintain the Nunavut Student Information System to align with the revised Student Record Regulations.
- Complete the implementation of the Inclusive Education Framework, Policy and Action Plan.
- Continue the implementation of the Safe and Caring Schools 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.

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)	2019-20	2020-21	2021-22	2022-23
Kindergarten-Grade 12 Instruction		145,613	151,721	151,721	151,721
Provides support to schools across Nunavut for the delivery of the Education Program for Kindergarten to Grade 12. This support covers compensation and benefits and other operations and maintenance costs related to the delivery of the Kindergarten to Grade 12 program.					
Support to District Education Authorities		12,582	12,885	12,885	12,885
Provide and manage contribution funding to District Education Authorities / Commission scolaire francophone du Nunavut for administration, resources and delivery of community-based educational programming in schools.					
School Operations – Regional		12,928	12,888	12,888	12,888
Three Regional School Operations offices provide services and support to District Education Authorities, school staff, and administrators relating to human resources.					
Commission scolaire francophone du Nunavut		257	211	211	211
Provides funding for the delivery of the French first language Educational Program in French to École des Trois-Soleils, and the administration of minority language rights.					
Total, K-12 School Operations		171,380	177,705	177,705	177,705

Priorities (2019-2020)

- Continue to support the development of safe schools and communities.
Status: The department is working in collaboration with stakeholders including the Canadian Red Cross and the Embrace Life Council, to ensure that supports are in place for the various needs of Nunavut schools. Regular teleconferences addressing the development and support of safe school practices and policies continued in 2019-2020.
- Continue to support, monitor, and advise on effective instructional practices, assessment practices, and student support practices within Nunavut schools.
Status: School visits have been conducted to monitor effective instructional and assessment practices. The department is working with key educators to contribute to the assessment framework and literacy practices. Regional School Operations staff supported principals with

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implementation of the Professional Development frameworks and the use of a draft school visitation tool.

- Continue to support attendance and engagement programs, working closely with District Education Authorities.
Status: The department is working with District Education Authorities to ensure policy development contributes to community engagement and improved school attendance. The department continues to monitor attendance and enrolment statistics for Nunavut schools.
- Continue to monitor the implementation progress and success of the Nunavut Literacy Framework K-12 and action plan.
Status: It is anticipated that a Superintendent of Schools' Literacy Instructional Practice checklist will be implemented by March 2020 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 working group was established in 2019 to review Education Program Plans and make updates and recommendations to the process as required. This includes reviewing the Plans for consistency and quality.
- Continue efforts to staff schools with qualified educators and support staff.
Status: A number of schools in Nunavut are not fully staffed and some are lacking administrators. The department is currently developing a 10-Year Educator Retention and Recruitment Strategy to address staffing challenges.
- 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 Sivuliqtiksats and Sivummuakpaallirutiksats programs administered by the Departments of Human Resources and Education respectively.

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 Family Engagement programs, working closely with District Education Authorities.
- Continue to monitor the implementation progress and success of the Nunavut Literacy Framework Kindergarten- Grade12 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 Kindergarten – Grade 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.

Priorities (2022-2023)

- 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 efforts to staff schools with qualified educators and support staff.
- Continue to support the department's Inuit employment efforts, particularly relating to bilingual education.
- Evaluate the success of the Nunavut Literacy Framework Kindergarten –Grade 12 and action plan.

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 as approved by the Minister.
- To ensure the evaluation of teacher credentials to determine certification eligibility in accordance with the *Education Act* and *Regulations*.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
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Program Implementation

and Training 6,108 **6,455** 6,455 6,455

Program Implementation and Training provides a variety of training and supports targeted to school-based employees in all occupations in order to ensure that they are adequately supported, informed, and equipped to deliver the Education Program to students, and provides assistance where required. This includes: supports for new employees such as orientation and mentorship, the delivery of critical information to school staff through various mechanisms ranging from online learning to in-services and conferences, and the design and delivery of various programs to support school staff to be as effective as possible.

Teacher Certification 318 **302** 302 302

This unit reviews and evaluates teacher credentials to determine eligibility to work within Nunavut schools. This includes the development and update of policies and procedures associated with certification and standards, processing applications for certification, determining salary levels, and suspending and/or cancellation of certification.

Teacher Professional Development 3,525 **3,615** 3,615 3,615

Based on a contractual agreement with the Nunavut Teachers' Association, a contribution agreement provides funding administered by a joint committee comprised of members of the Nunavut Teachers' Association and officials from the department. The Nunavut Teachers'

Association and individual members utilize this funding for self- and group-directed professional development opportunities.

Total, Educator Development	9,951	10,372	10,372	10,372
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Priorities (2019-2020)

- Continue to deliver the five-year educator recruitment and retention strategy to address teacher shortages and to support Inuit employment targets.
Status: The scope of this strategy has expanded to include more feedback from partners and to focus on a 10-year timeframe. A Project Charter has been developed for a 10-Year Educator Retention and Recruitment 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.
Status: Professional Development Plans for next fiscal year have been submitted. These plans will be assessed for reoccurring trends, which will inform training decisions for 2020-2021.
- 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.
Status: An Educator Development website is being developed to support the communication of training opportunities to both employees and external stakeholders. The website is expected to launch in spring 2020.
- Continue to provide targeted in-service training to schools focusing on supporting the introduction of the department’s various new frameworks and action plans.
Status: A professional development day has been designated to introduce school staff to the Nunavut Literacy Framework Kindergarten – Grade 12. All school staff will also receive two professional development days consisting of a combination of training in either Respect Education, Indigenous Cultural Competency, Trauma Informed Practice, Safe Talk, Restitution, Applied Suicide Intervention Skills, and/or Our Children, Our Responsibilities.
- Continue to offer and modify the Certificate in Educational Leadership (CELN) in Nunavut program to meet the needs of principals and aspiring principals in both English and Inuktitut.
Status: Courses were delivered in English and Inuktitut in July 2019 and will be delivered in February 2020. The department projects that by February 2020 all courses required for the Certificate in Educational Leadership in Nunavut program will have been offered in Inuktitut at least once.
- 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.

Status: The scope of this strategy has expanded to include more feedback from partners and to focus on a 10-year timeframe. A draft strategy is expected to be completed in 2020-2021.

- Plan and implement distance learning options for Nunavut Inuit educators who wish to augment their professional and leadership qualifications.

Status: One course from the Certificate of Educational Leadership program was piloted in a blended format in 2019-20. The department will review feedback from participants who completed the blended format course, which will inform distance learning course options in the future.

Priorities (2020-2021)

- Complete the development of the 10-Year Educator Retention and Recruitment Strategy in collaboration with key stakeholders, and in alignment with the 10-Year Strategic Plan.
- Begin to provide opportunities for educators to collaborate online using a professional learning community platform.
- Use trends identified in the Professional Development Plans of educators to inform the training and professional development opportunities provided while focusing on supporting the introduction of the department's various new frameworks and action plans.
- Continue to offer the Certificate in Educational Leadership in Nunavut program to meet the needs of principals and aspiring principals in both English and Inuktitut.
- Release the finalized School Leaders Quick Start Guide and draft Teachers Key Essentials Guide to support school-based orientation.
- Complete the development of a formal mentorship program for teachers.

Priorities (2021-2022)

- Begin the implementation of the 10-Year Educator Retention and Recruitment Strategy to address teacher shortages and to support Inuit employment targets.
- Continue to support the Professional Development Frameworks for the Educator Community.
- Continue to use trends identified in the Professional Development Plans of educators to inform the training and professional development opportunities provided.
- Continue to provide opportunities for educators to collaborate online using a professional learning community platform.
- Continue to offer and modify courses for current and aspiring principals to meet the requirements for Principal Certification in both English and Inuktitut.

- Review collected feedback and revise the Teachers Key Essentials Guide to support school-based orientation.
- Begin to implement a formal mentorship program for teachers.

Priorities (2022-2023)

- Continue to improve training and professional development opportunities for educators, based on trends found in Professional Development Plans.
- Modify and improved courses for current and aspiring principals to meet the requirements for Principal Certification in both English and Inuktitut.
- Release the finalized Teachers Key Essentials Guide to support school-based orientation.
- Continue to implement a formal mentorship program for teachers and identify areas for evaluation.

Advanced Education

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

Objectives

- To guide the development of governance, policy, and strategic planning for adult learning.
- To work to increase the availability and quality of 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.
- To ensure that financial need is not a barrier to post-secondary education by providing financial supports to students enrolled in post-secondary education programs.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Director's Office		275	226	226	226
The budget provides for the staffing infrastructure to oversee the Advanced Education division.					
Adult Program Monitoring and Evaluation		258	263	263	263
This unit is responsible for reviewing adult programs offered by institutions, third-party service providers, and government in order to determine their impacts and to ensure that they are of high quality and of benefit to the territory.					
Adult Literacy and Basic Education		389	394	394	394
This program provides funding to organizations capable of demonstrating the capacity to positively impact Nunavut communities and adult learners through the provision of training or the development of resources that will increase adult literacy in all official languages, as well as numeracy and employability.					
General Education Development		4	4	4	4
The General Educational Development (GED®) test is an option available to adult learners seeking to upgrade their education levels for employability purposes. This is a recognized certification to support adults to continue their education at and beyond the high school level.					
Adult Programs (Pathway to Adult Secondary School)		403	397	397	397
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 Secondary School Diploma, which is accepted across Canada.					
Pre-Employment Training		2,512	2,687	2,687	2,687
This provides funding to support the development and delivery of educator training programs that are linked with the department's Inuit Employment Plan, Article 23 of the <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.					
Financial Assistance for Nunavut Students (FANS)		8,475	10,182	10,182	10,182
This program provides direct support for post-secondary students through the offering of grants, loans and scholarships for Nunavut students attending post-secondary education institutions. FANS support helps students pay for tuition, books, travel, and living expenses.					

The budget also provides the resources required for staff and operating costs to support the delivery of the FANS program. FANS also offers a grant for students with disabilities.

Total, Advanced Education	12,316	14,153	14,153	14,153
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Priorities (2019-2020)

- Develop a strategy to engage Inuit men who may benefit from the Pathway to Adult Secondary School program.
Status: The department begun work on a strategy and consultation schedule with partners and stakeholders. Work on this priority will continue in 2020-2021.
- 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.
Status: The department is working in partnership with Nunavut Arctic College to support the development of the program. A program and course outline are expected to be developed by March 2020.
- 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
Status: The department has collaborated in the development of an Inuktitut-language certificate level program at Nunavut Arctic College, launched in 2019-2020 and embedded in Year 1 of the Nunavut Teacher Education Program. The department will continue to work with Nunavut Arctic College and support the development of an Inuktitut-language diploma program.
- 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.
Status: A review of the Nunavut Adult Learning Strategy was completed in March 2019. The report will be shared with key stakeholders and partners, and work on the action plan will begin in 2020. A terms of reference and other scoping documents are being developed to guide this work.
- Establish policies and procedures that enhance the Pathway to Adult Secondary School graduation program based on the results of the review.
Status: The Pathway to Adult Secondary School review was completed in March 2019. This report will inform the development of policies and procedures for Pathway to Adult Secondary School. The department is exploring how work experience can be incorporated into the program and has been meeting with Pathway to Adult Secondary School staff at Nunavut Arctic College to establish processes.
- 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.

Status: This work is ongoing, it is anticipated that by March 31, 2020, the program will be redesigned to provide multiple points of entry and exit within the Bachelor of Education program.

Priorities (2020-2021)

- Continue to develop 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 diploma program 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.

Priorities (2022-2023)

- In collaboration with the Department of Family Services, continue to implement the Nunavut Adult Learning Strategy.
- Support a review of the *Universities and Degree-Granting Institutions Act*.
- Improve the analysis and use of data to support adult learners' transitions along their education or career path.
- Support the review of the *Student Financial Assistance Act*.

Financial Summary

Branch	2019-2020 Main Estimates		2020-2021 Main Estimates		2021-2022 Planned		2022-2023 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	1,796	14.0	1,905	14.0	1,905	14.0	1,905	14.0
Grants & Contributions	665		665		665		665	
Other O&M	1,537		1,350		1,350		1,350	
Subtotal	3,998		3,920		3,920		3,920	
Policy and Planning								
Compensation & Benefits	1,644	14.0	1,671	14.0	1,671	14.0	1,671	14.0
Grants & Contributions	-		-		-		-	
Other O&M	1,043		943		943		943	
Subtotal	2,687		2,614		2,614		2,614	
Corporate Services								
Compensation & Benefits	3,287	29.0	3,331	29.0	3,331	29.0	3,331	29.0
Grants & Contributions	85		85		85		85	
Other O&M	1,421		1,330		1,330		1,330	
Subtotal	4,793		4,746		4,746		4,746	
Early Learning and Child Care								
Compensation & Benefits	1,178	10.0	1,240	10.0	1,240	10.0	1,240	10.0
Grants & Contributions	4,278		4,278		4,278		4,278	
Other O&M	724		641		641		641	
Subtotal	6,180		6,159		6,159		6,159	
Curriculum, Resources and French Education								
Compensation & Benefits	3,946	33.0	4,057	33.0	4,057	33.0	4,057	33.0
Grants & Contributions	-		-		-		-	
Other O&M	3,695		3,543		3,543		3,543	
Subtotal	7,641		7,600		7,600		7,600	
Student Achievement								
Compensation & Benefits	1,758	15.0	1,806	15.0	1,806	15.0	1,806	15.0
Grants & Contributions	535		535		535		535	
Other O&M	2,394		3,263		3,263		3,263	
Subtotal	4,687		5,604		5,604		5,604	
K-12 School Operations								
Compensation & Benefits	150,451	1,182.3	156,892	1,202.8	156,892	1,202.8	156,892	1,202.8
Grants & Contributions	13,882		14,139		14,139		14,139	
Other O&M	7,047		6,674		6,674		6,674	
Subtotal	171,380		177,705		177,705		177,705	
Educator Development								
Compensation & Benefits	2,583	22.0	2,629	22.0	2,629	22.0	2,629	22.0
Grants & Contributions	3,825		3,940		3,940		3,940	
Other O&M	3,543		3,803		3,803		3,803	

Department of Education

Subtotal	9,951		10,372		10,372		10,372	
Advanced Education								
Compensation & Benefits	2,229	17.0	2,033	17.0	2,033	17.0	2,033	17.0
Grants & Contributions	9,687		11,778		11,778		11,778	
Other O&M	400		342		342		342	
Subtotal	12,316		14,153		14,153		14,153	
Total	223,633	1,336.3	232,873	1,356.8	232,873	1,356.8	232,873	1,356.8

Inuit Employment Plan

Departmental Inuit Employment Targets				
Education	As at Sep. 30 2019		For March 31, 2021	
		Capacity %		Capacity %
Total Department Positions	1346.74		1356.8	
Total Filled Positions	1157.74	86%	1194.8	88%
Total Vacancies	189	14%	162	12%
Total Beneficiaries	564.74	49%	616.5	52%
Total Executive Positions	2		3	
Total Filled Executive Positions	2	100%	3	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Beneficiaries in Executive Positions	1	50%	2	67%
Total Senior-Management Positions	20		20	
Total Filled Senior-Management Positions	15	75%	17	85%
Total Vacant Senior-Management Positions	5	25%	3	15%
Total Beneficiaries in Senior-Management Positions	2	13%	4	24%
Total Middle-Management Positions	74		75	
Total Filled Middle-Management Positions	68	92%	71	95%
Total Vacant Middle-Management Positions	6	8%	4	5%
Total Beneficiaries in Middle-Management Positions	14	21%	17	24%
Total Professional Positions	768.53		769.59	
Total Filled Professional Positions	683.03	89%	690.59	90%
Total Vacant Professional Positions	85.5	11%	79	10%
Total Beneficiaries in Professional Positions	198.03	29%	210.5	30%
Total Paraprofessional Positions	172.5		175.5	
Total Filled Paraprofessional Positions	135.5	79%	146.5	83%
Total Vacant Paraprofessional Positions	37	21%	29	17%
Total Beneficiaries in Paraprofessional Positions	115	85%	130	89%
Total Administrative Positions	309.71		313.71	
Total Filled Administrative Positions	254.21	82%	266.71	85%
Total Vacant Administrative Positions	55.5	18%	47	15%
Total Beneficiaries in Administrative Positions	234.71	92%	253	95%

Capacity

The Department of Education is focused on improving existing Inuit staff capacity. Progress has been made on several IEP initiatives for 2019-2020.

The Sivummuakpaallirutiksat (Inuit Employee Education Leave) program is well underway for qualifying applicants. This program is intended to provide an opportunity for Inuit to take education leave to develop professionally in their current roles, and advance in their careers within schools. Ten employees enrolled in the program for 2019-2020 and 3 employees have completed their studies.

The department is also in the process of developing a 10-year Educator Retention and Recruitment strategy with a focus on developing and promoting Inuit teachers. Once implemented, this strategy will be continuously monitored and evaluated to ensure effectiveness.

The Inuit Qaujimaqatuqangit / Inuit Employment Coordinator position works 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 (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.
Status: This project is well established and highly effective. The Certificate of Education Leadership in Nunavut (CELN) is offered to school leaders to help them adjust to their role, support their efforts to improve student learning outcomes, and to complete the requirements for principal certification. As of February 2020, each CELN course will have been delivered at least once 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.
Status: The department is working in partnership with Nunavut Arctic College on the development and delivery of the Student Support Assistance Certificate Program. A contribution agreement was provided for the creation of the program.
- 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: The department is continuing the development of Inuktitut levelled books to support the new Inuktitut Language Arts K-6 curriculum, as well as middle resources and associated teacher supports. Resources developed to date include over 600 student books and teacher resources in Inuktitut, and over 250 student books and teacher resources in Inuinnaqtun.

- 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 department continues to fund NAC to deliver NTEP through a contribution agreement. For the 2019-2020 academic year, the program is being delivered in nine communities with 99 students enrolled. The department has recently partners with NAC and Memorial University to deliver a revised NTEP with a greater emphasis Inuktitut language and culture.
- 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) workshop has been a mandatory component for our Principals during the Nunavut-wide Principals' conference since 2018. To date, more than 167 educators have completed the ICC workshop.
- 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.
Status: Work has begun on a revised Professional Development Framework for Language Specialists, which includes professional standards, assessment instruments, and professional development plans. This will ensure that Language Specialist employees are supported and able to develop their skill sets.
- Target superintendent of schools positions to increase representation in senior management category by utilizing the Sivuliqtiksat internship program.
Status: The department was approved for a Superintendent of Schools intern position under the Sivuliqtiksat program. The competition has been successfully filled. One employee is set to graduate in September 2020.
- 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 is currently developing an overall 10-year Educator Retention and Recruitment strategy. EDU staff attended and promoted education occupations at a career fair for National Career Week in Iqaluit in March 2019.
- Continue to use Inuit employment goals in performance management goals for senior managers.
Status: It is anticipated that Inuit employment goals will be incorporated into the next annual work plans.

- Commence research into establishing a new language assistant position for schools which would support language instruction in Inuktitut and language model implementation.
Status: This priority has been delayed, but early research has begun regarding the establishment of a new language assistant position.
- Implement 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 research is expected to begin in winter 2020. It will complement the Certificate of Educational Leadership in Nunavut program, in Inuktitut and English, to meet the needs of principals and aspiring principals.
- Implement the Sivummuakpaallirutiksat Inuit Employee Education Leave Program (IEEL) to develop paraprofessional and administrative Inuit employees to fill more senior or professional positions, such as Principals and Teachers.
Status: The Sivummuakpaallirutiksat (Inuit Employee Education Leave) program is now available to qualifying applicants. 10 employees applied for the program and 3 currently completed the program.

Priorities (2020-2021)

- Continue to utilize the training and career development programs for Inuit employees, including the Hivuliqtikhanut program, the Policy Skills Development program, and the Career Development program offered by the Department of Human Resources.
- 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 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.

Priorities (2022-2023)

- Continue to utilize the training and career development programs for Inuit employees, including the Hivuliqtikhanut program, the Policy Skills Development program, and the Career Development program offered by the Department of Human Resources.
- Continue to offer Certificate in Educational Leadership in Nunavut courses in Inuktitut to Inuit educators to develop a cohort of Inuit leaders.
- Monitor and evaluate the effectiveness of the 10-year Educator Retention and Recruitment Strategy to determine if it is responding to the needs of Inuit educators.

Department of Education

- Continue to utilize the Sivuliqtiksat Internship Program to target Superintendent of Schools positions to increase representation in the senior management category.
- 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.
- Monitor and evaluate the effectiveness of the Sivummuakpaallirutiksat Inuit Employee Education Leave Program (IEEL) to develop paraprofessional and administrative Inuit employees to fill more senior or professional positions, such as Principals and Teachers.

Department of

Health

**Business
Plan**

2020-2023

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CORE BUSINESS

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

	Budget (\$000)			
	2019-20	2020-21	2021-22	2022-23
Directorate	43,795	44,894	44,894	44,894
Quality of Life Secretariat	11,700	11,490	11,490	11,490
Public Health	23,089	24,563	24,563	24,563
Health Care Service Delivery	352,415	387,980	388,385	388,385
TOTAL	430,999	468,927	469,332	469,332

Directorate

The Directorate Branch (Directorate) provides overall management support and advice to the Minister, under the direction of the Deputy Minister. The Directorate is also responsible for strategic planning, providing leadership in the development of legislation and policy, communications, budget coordination and financial services, and capital planning, human resource planning, and systems support. Leadership and coordination in the areas of professional practice standards, regional service delivery, and overall departmental quality assurance are also key functions of this Branch.

Objectives

- To provide overall management support and leadership across the department.
- To provide strategic direction and lead departmental planning and evaluation initiatives.
- To ensure transparency and accountability through financial, administrative and human resource management.
- To ensure ongoing implementation and integration of governmental priorities into departmental operations.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Deputy Minister		1,299	1,356	1,356	1,356

The office of the Deputy Minister provides support and advice to the Minister and the Government of Nunavut and ensures consistent implementation of ministerial direction and government policy. The Deputy Minister provides overall direction and leadership to the department.

ADM Programs and Standards 14,422 **14,605** 14,605 14,605

This Division provides overall management and leadership in developing territorial programs, policies, standards and guidelines, and local community capacity building. It is responsible for promoting and maintaining information on the health of Nunavummiut

ADM Operations 6,056 **6,285** 6,285 6,285

This Division provides overall management and leadership for Iqaluit and regional operations in the delivery of programs, and initiatives, services and support for local capacity building.

Corporate Services 10,988 **11,384** 11,384 11,384

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 Indigenous Services Canada.

Human Resources 9,957 **10,146** 10,146 10,146

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

Policy and Planning 1,073 **1,118** 1,118 1,118

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

Total, Directorate **43,795** **44,894** **44,894** **44,894**

Priorities (2019-20)

- Monitor the implementation of the departmental human resources plan.
Status: Item deferred. Health continues to work on recruitment and orientation for staff.
- Continue to monitor and expand the use of Telehealth, as a reliable means of health care delivery.
Status: Health continues to work towards integrating telehealth services as a core component of client care delivery territory wide.
- Continue to improve internal communication protocols and processes to support the delivery of the Department of Health's vision and messaging.
Status: Health continues to improve internal communication protocols through increased information sharing and training, to support the delivery of the department's vision and messaging.

- Continue with the legislative process to develop and introduce health privacy legislation.
Status: Health continues to work toward developing modern legislation for the proper collection, use, and disclosure of personal health information.
- Analyze outcomes from the Medical Travel Review to ensure effective service delivery of health care services.
Status: There are several Medical Travel Program Review projects underway to improve the medical travel experience. The Medical Travel Policy was updated in 2019/20 with expanded benefits for Nunavummiut, reflecting the services needs of 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 addictions treatment and Elders care.
Status: Health is working with its partners, Nunavut Tunngavik Inc. and Indigenous Services Canada to fund an in-territory addictions and trauma treatment centre in Nunavut, and increase capacity for on-the-land programming. Health is working with Community and Government Services to enhance in-territory Elders care.

Priorities (2020-21)

- Monitor the implementation of the departmental human resources plan.
- Evaluate the Health Insurance Program.
- Monitor Medical Travel 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.

Priorities (2022-23)

- Commence a review of the *Hospital Insurance and Health and Social Services Administration Act*.

Quality of Life

The Quality of Life Secretariat provides strategic planning, leadership and coordination for the Government of Nunavut's suicide prevention initiatives, plans and strategies. The Secretariat reports to the Minister responsible for Suicide Prevention and the Cabinet Committee on Quality of Life. The Secretariat is responsible for development of legislation and policy, communications, community development, research and evaluation pertaining to suicide prevention across Nunavut. The Secretariat also partners with other departments, organizations and governments to achieve the goal of reducing the incidence of suicide in the territory.

Objectives

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

Programs Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Quality of Life Secretariat	2,409	2,464	2,464	2,464
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.				
Upigivatsi 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	4,345
Providing enhanced community-based services and Inuit workforce development, and supporting the establishment of a Nunavut Recovery Centre and Development Team.				
Total, Quality of Life Secretariat	11,700	11,490	11,490	11,490

Priorities (2019-20)

- Develop resources for use by bereavement support groups.
Status: Health has completed this priority and continues to deliver Healing Support Group Facilitator Training.

- Evaluate the effectiveness and ensure cultural relevance of existing traditional and non-traditional support networks within communities.
Status: Health is working with partners to develop an evaluation tool to be applied to traditional and non-traditional support networks, including land-based healing and community support groups.
- Implement the long-term suicide prevention action plan, programs and policies with partners and stakeholders.
Status: All partners of the Nunavut Suicide Prevention Strategy are undertaking work on this priority. Nunavut Suicide Prevention Strategy partners have been trained to facilitate the training on the Interagency Information Sharing Protocol. Quality of Life facilitates workshops across the territory, delivers Indigenous Cultural Competency and continues works on means restriction.
- Establish the development team for the Nunavut Recovery Centre to begin implementing the needs assessment and feasibility for addictions and trauma treatment.
Status: An Executive Director has been contracted to lead the development and implementation process.

Priorities (2020-21)

- Implement the long-term suicide prevention action plan, programs and policies with partners and stakeholders.
- Conduct a review of the Upigivatsi Contributions Program.

Priorities (2021-22)

- Conduct consultations with Nunavummiut on renewal of the Nunavut Suicide Prevention Strategy and/or action plan.
- Continue to work towards enhanced in-territory addictions and treatment, such as the Nunavut Recovery Centre and land-based programming.

Priorities (2022-23)

- Continue to work with stakeholders and partners of the Nunavut Suicide Prevention Strategy and/or action plan.
- Continue to work towards enhanced in-territory addictions and treatment, such as the Nunavut Recovery Centre and land-based programming.

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)	2019-20	2020-21	2021-22	2022-23
Chief Medical Officer of Health		2,017	2,071	2,071	2,071
The Chief Medical Officer of Health (CMOH) provides leadership and expertise to population health and health protection programs. The CMOH also establishes and maintains public health standards and best practices as well as advocating for the preservation and improvement of the health of Nunavummiut.					
Health Protection		3,717	4,627	4,627	5,627
The Health Protection unit works to protect public health and safety. The unit works to prevent and control the spread of communicable diseases by providing immunizations, health education and counseling, investigating outbreaks, and follow-up on reportable diseases. Environmental Health Officers (EHOs) inspect and monitor activities and premises that may affect the public's health. They advise, inspect and educate operators of public places like restaurants, daycares, swimming pools, rental properties, and personal service establishments about safe practices that protect the public. Additionally, EHOs protect Nunavummiut from potential rabies exposure, zoonotic disease, and other health risks linked to unsafe drinking water, unsafe housing, and other unsafe conditions in the environment. The emphasis of this unit is to work specifically with the public in ensuring their health and safety.					
Population Health		16,703	17,186	17,186	17,186
Population health supports individuals, groups, and communities to obtain knowledge, skills, and control over decision-making, advocacy, and community mobilization of resources to achieve population health and wellness. The program provides for direct involvement and partnerships of stakeholders in matters pertaining to the delivery of public health programs including: tobacco reduction, food security, school health, maternal and child health, chronic disease and injury prevention, mental wellness, and active living. This program also administers a variety of federally funded health enhancement programs and initiatives.					

Population Health Information	652	679	679	679
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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.

Total, Public Health	23,089	24,563	24,563	24,563
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Priorities (2019 -20)

- Implement and monitor the Nunavut Wellness Agreement with Nunavut Tunngavik Inc. and Indigenous Services Canada.
Status: The Agreement is in its third year, programs and activities outlined in the 10-year Nunavut Wellness Agreement are underway. All communities have community authored, multi-year Community Wellness Plans, which support an average of approximately 300 separate community wellness initiatives across all 25 communities annually.
- Proceed with the legislative process to amend the *Tobacco Control and Smoke Free Places Act*.
Status: The legislative process is ongoing. Health will commence with stakeholder and community engagement in Winter 2020.
- Support community-led sexual health initiatives, build reliable support systems for sexual health educators in Nunavut, respond to priorities, and monitor implementation.
Status: Health has expanded the sexual health topics for the annual training delivered to Community Health Representatives to include the Our Children, Our Responsibility Training Program, and menstrual health.
- Continue to implement and monitor an increased Inuit health workforce across Nunavut along with the Educational Upgrade Program.
Status: Five of the EUP Diploma graduates commenced their Bachelors' program at Royal Roads University, and a new cohort of 8 staff are enrolled in a Certificate or Diploma program in Community Health Promotion.
- Develop cannabis programming that informs risk reduction strategies for target populations.
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. Four trainings were delivered to Health staff on substance use.

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 (2021-22)

- Continue to implement the Educational Upgrade Program to support an increase in the Inuit health workforce across Nunavut. Begin a program evaluation.
- Evaluate and enhance territorial efforts on cancer screening.

Priorities (2022 -23)

- Improved public reporting on topics relevant to public health.

Health Care Service Delivery

The Health Care Service Delivery Branch includes clinical services provided at community and regional health centres, and the Qikiqtani General Hospital. The Branch also provides mental health, long-term care and home and community support services. The Branch strives to provide culturally relevant services through a holistic, patient-centered approach. It also includes territorial health insurance programs that cover hospital services within Nunavut and other jurisdictions, as well as supplementary health benefits and vital statistics. The Branch coordinates referrals to access health care services within Nunavut and other jurisdictions. This Branch also funds physician and specialist services, including rehabilitation services that are accessed both in and out of territory as required. The Non-Insured Health Benefits (NIHB) program, administered on behalf of the Government of Canada (Vote 4 funding), is run from this Branch.

Objectives

- To build health care service capacity in Nunavut and ensure access to high quality clinical services to all Nunavummiut.
- To collaborate with other departments to optimize resources in a holistic approach to wellness and wellbeing.
- Working locally to enhance community-based solutions that help families and individuals find the care and supports they need for health and wellness.
- To provide efficient administration of the Nunavut Health Insurance Plan, both in and out of territory, to all Nunavummiut, and to administer the NIHB program on behalf of the Government of Canada.
- To administer vital statistics.

Programs Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Professional Practice	979	997	997	997

Professional Practice promotes, establishes and maintains professional standards and best practices to protect the public and comply with legislation. This division manages the credentialing, registration and licensing of 12 legislated health professions. It also administrates the process of investigations of formal complaints received against licensed health professionals. Provides support to frontline workers and management regarding risk, liability and professional practices

of health professionals in Nunavut.

Mental Health and Addictions 41,276 **46,833** 46,833 46,833

Mental Health and Addictions has a mandate to provide a client-centered, comprehensive continuum of care which include assessment, counselling, treatment and referral services to those individuals and families experiencing emotional distress and/or psychiatric disorders. This includes providing support and assistance to communities and groups to better understand and deal effectively with primary, acute, and/or emergency mental health issues, suicide ideations and attempts, self-harming behaviors, high stress, self-esteem and wellness issues, including addictions that limit personal functioning and well-being.

Home Care and Community Care 3,593 **3,757** 3,757 3,757

Home Care and Community Care (HCC) offers health related services to Nunavummiut needing care due to illness, poor health or disability. The objective is to preserve and maximize an individual's ability to remain independent in the community through case management, nursing, and personal care. This area supports and strengthens family and community involvement in the delivery of care. Services are provided in the client preferred languages whenever possible. Most if not all, home making and personal care service are provided in Inuktitut. The HCC program specifically helps those at risk in communities, as well as works to improve overall health through prevention. The HCC coordinator participates in national; groups and forums in an effort to continue to enhance Nunavut's recognition in Canada and the rest of the world. This program is partially supported by federal funding.

Long-term Care 7, 767 **8,199** 8,199 8,199

Residential Long-term Care services provide 24-hour, 7-day nursing and personal care to elders and other adults who require nursing care and support.

Medical Transportation 92,381 **109,977** 109,977 109,977

Medical Transportation provides transportation services for eligible clients and escorts form their home community to services within Nunavut and out-of-territory.

Hospital and Physician Services 82,786 **91,897** 92,302 92,302

Hospital Services are those offered in the Qikiqtani General Hospital. This is a 35 bed acute care hospital, providing inpatient services, operating rooms, 24-hour emergency department, 24-hour diagnostic imaging, and laboratory. The facility provides day surgery and emergency surgeries, regular family practice clinics, a rapid access clinic, and a variety of specialist clinics serving Iqaluit and the Qikiqtaaluk region. Support services also include housekeeping, dietary, respiratory therapy, maintenance, and biomedical engineering.

Community Health Centres 42,952 **45,501** 45,501 45,501

Community Health Centres (CHCs) provide access to a range of health care and public health care services. Programs cover a range of services including health promotion, illness prevention, primary care and emergency treatment services for the populations in communities across Nunavut.

Health Insurance Programs

/Vital Statistics 1,531 **1,613** 1,613 1,613

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 Indigenous Services Canada, including vision, oral health and boarding homes.

Out-of-Territory Hospitals 65,031 **65,031** 65,031 65,031

This program is responsible for the payment of out-of-territory hospital services. When patients with a Nunavut Health Care Card are seen in other provinces, the province reciprocally bills the Department of Health for these services.

Reciprocal Physician Billings 11,419 **11,419** 11,419 11,419

This program covers the following services for Nunavummiut: inpatient services, outpatient services, specialist services, general practitioner services, rehabilitation services (including physiotherapy, occupational therapy, speech therapy and audiology). The program covers the aforementioned services regardless of whether the service is provided to a Nunavut resident within the territory or outside of the territory. Program expenses include the amounts spent to have health professionals from other jurisdictions visit Nunavut to provide services locally.

Oral Health 2,700 **2,756** 2,756 2,756

The Oral Health program provides clinical dental services, including specialist, for all Inuit in all communities across the territory. This is funded in partnership with Non-Insured Health Benefits (NIHB), Territorial Health Investment Fund (THIF), and the Department of Health operations' budget. Oral health promotion and treatment for children aged 0-8 years old is provided through the Nunavut Children's Dental Program. In addition, dental therapy services are offered for children in clinics and schools. For those children up to 12 years of age who have serious dental disease, in-hospital dental services are available.

Total, Health Care Service Delivery 352,415 **387,980** 388,385 388,385

Priorities (2019-20)

- Improve Office of Patient Relations outreach programming through interdivisional and stakeholder engagement.
Status: The Office of Patient Relations continues to participate in outreach initiatives, such as the Cape Dorset TB Community Wide Screening, that take place throughout each fiscal year.
- Plan and develop facilities and programs that meet the continuing care needs of Nunavummiut, including, Elders in the territory.
Status: Health is working with Community and Government Services to enhance in-territory Elders care.

- 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 two-week Orientation Training Program delivered to Mental Health and Addictions clinicians across Nunavut covers psychiatric assessment, documentation, cultural competency, and trauma informed care. The program is part of Health's efforts to standardize services and practices across Nunavut.
- Finalize and pilot a colorectal cancer screening program.
Status: Health continues to develop the colorectal screening program and will commence a pilot project beginning in Winter 2019 to support screening for colorectal cancer.
- Implement the Model of Care redesign.
Status: Health has been working to continuously renew and advance health care across the territory to meet the needs of Nunavummiut. The Department has used this Report, along with other resources, community knowledge and Nunavut expertise and experience to inform decision making as system improvements occur.
- Continue the legislative process to propose amendments to the *Medical Profession Act*.
Status: The legislative process is ongoing. Bill 35 has been referred to Standing Committee.

Priorities (2020-21)

- Evaluate and analyze the outcomes of the Colorectal Cancer Screening pilot program.
- Planning and preparation for accreditation of regional operations.
- Continue to work towards enhanced and appropriate in-territory medical infrastructure and clinical care for Elders.
- Continue the legislative process to propose amendments to the *Medical Profession Act*.
- Continue to expand the mental health and addictions system of care across the service continuum, with a focus on paraprofessionals.

Priorities (2021-22)

- Conduct a review of the *Pharmacy Act*.
- Pilot accreditation of a regional service.
- Continue to work towards enhanced and appropriate in-territory medical infrastructure and clinical care for Elders.

Priorities (2022-23)

- Assess regional operations accreditation.

Department of Health

- Continue to work towards enhanced and appropriate in-territory medical infrastructure and medical care for Elders.

Financial Summary

Branch	2019-2020 Main Estimates		2020-2021 Main Estimates		2021-2022 Planned		2022-2023 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	21,534	139.0	22,688	150.0	22,688	150.0	22,688	150.0
Grants & Contributions	5,735		9,117		9,117		9,117	
Other O&M	28,226		24,579		24,579		24,579	
Subtotal	55,495		56,384		56,384		56,384	
Public Health								
Compensation & Benefits	16,262	154.0	17,616	147.7	17,616	147.7	17,616	147.7
Grants & Contributions	498		498		498		498	
Other O&M	6,329		6,449		6,449		6,449	
Subtotal	23,089		24,563		24,563		24,563	
Health Care Service Delivery								
Compensation & Benefits	106,288	924.1	113,487	954.8	113,892	954.8	113,892	954.8
Grants & Contributions	2,017		2,017		2,017		2,017	
Other O&M	244,110		272,476		272,476		272,476	
Subtotal	352,415		387,980		388,385		388,385	
Total	430,999	1,217.1	468,927	1,252.5	469,332	1,252.5	469,332	1,252.5

Inuit Employment Plan

Departmental Inuit Employment Targets				
Health	As at Sep. 30 2019		For March 31, 2021	
		Capacity %		Capacity %
Total Department Positions	1260.41		1252.5	
Total Filled Positions	681.71	54%	842	67%
Total Vacancies	578.7	46%	410.5	33%
Total Beneficiaries	337.04	49%	447.04	53%
Total Executive Positions	5		5	
Total Filled Executive Positions	2	40%	3	60%
Total Vacant Executive Positions	3	60%	2	40%
Total Beneficiaries in Executive Positions	0	0%	1	33%
Total Senior-Management Positions	32		31	
Total Filled Senior-Management Positions	20	63%	26	84%
Total Vacant Senior-Management Positions	12	38%	5	16%
Total Beneficiaries in Senior-Management Positions	1	5%	5	19%
Total Middle-Management Positions	113		111	
Total Filled Middle-Management Positions	75	66%	88	79%
Total Vacant Middle-Management Positions	38	34%	23	21%
Total Beneficiaries in Middle-Management Positions	8	11%	16	18%
Total Professional Positions	368.53		366	
Total Filled Professional Positions	178	48%	198	54%
Total Vacant Professional Positions	190.53	52%	168	46%
Total Beneficiaries in Professional Positions	20	11%	48	24%
Total Paraprofessional Positions	227.67		193	
Total Filled Paraprofessional Positions	86.67	38%	92	48%
Total Vacant Paraprofessional Positions	141	62%	101	52%
Total Beneficiaries in Paraprofessional Positions	21	24%	50	54%
Total Administrative Positions	514.21		546.5	
Total Filled Administrative Positions	320.04	62%	435	80%
Total Vacant Administrative Positions	194.17	38%	111.5	20%
Total Beneficiaries in Administrative Positions	287.04	90%	327.04	75%

Capacity

In 2019-20, 16 Inuit were successfully hired through direct appointment and five through competition.

Inuit Employment 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.
Status: An internship position has been created for the ADM Programs and Standards. It has not been successfully filled yet.
 - Actively encourage the hiring of summer students with the target to increase participation by 10% each year.
Status: Health continues to encourage the hiring of summer students to foster interest in working with the Government of Nunavut, especially in the health field.
 - Identify and negotiate opportunities to expand health-related training within Nunavut.
Status: Health continues to work with Nunavut Arctic College and other partners to expand health-related training within Nunavut.
 - Review and maintain performance goals/objectives for Inuit employment into the annual review process.
Status: Health's work on this priority is ongoing.
 - 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).
Status: There are currently two Nunavut Inuit employees enrolled in the Amaaqaarniq Education Leave program and employees continue to successfully attend training and workshops through the Travel Fund.
 - Review mandatory requirement for cultural orientation and implement enhancements.
Status: Managers and Supervisors are continuously working on improving the mandatory requirements.
 - On-going monitoring of educational and on-the-job training programs such as: EUP, BRT and medical terminology.
Status: Five of the EUP Diploma graduates commenced their Bachelors' program at Royal Roads University, and a new cohort of 8 staff are enrolled in a Certificate or Diploma program in Community Health Promotion.

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.

Department of Health

- 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.

Priorities (2022-23)

- Health will carry out all targets and commitments as outline in the separate IEP strategy plan:
 - Continue dialogue with NAC and the Department of Education to discuss educational requirements for post-secondary courses for health positions and identify areas to assist in promoting these subjects for future careers in Health.
 - Maintain school visit schedule to promote health careers at the primary and high school level Continued on-going monitoring of educational and on the job training programs such as: EUP, BRT and medical terminology Identify and negotiate opportunities to expand health-related training within Nunavut Review and enhance mentorship program.
 - Implement clinical orientation programs.

**Department of
Family Services**

**Business
Plan**

2020-2023

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CORE BUSINESS

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

	Budget (\$000)			
	2019-20	2020-21	2021-22	2022-23
Corporate Management	5,272	5,271	5,271	5,271
Poverty Reduction	4,184	6,261	6,776	6,776
Family Wellness	64,940	71,110	72,535	72,535
Income Assistance	62,060	62,082	62,082	62,082
Career Development	10,889	11,109	11,109	11,109
TOTAL	147,345	155,833	157,773	157,773

Corporate Management

Corporate Management provides overall management support to the department and advice to the Minister under the direction of the Deputy Minister. Corporate Management consists of the Deputy Minister, the Assistant Deputy Minister, the Corporate Services Division, the Policy and Planning Division and the Poverty Reduction Division. Corporate Management is responsible for coordinating strategic planning, providing leadership in the development of legislation and policy, communications, budget coordination, financial and human resource services and systems support. Corporate Management also leads in the implementation of program performance measurement and evaluation and Inuit Employment Planning.

Objectives

- To use Inuit Societal Values as guiding principles for operating the department.
- To provide overall management support and leadership across the department.
- To provide strategic direction and lead departmental planning and evaluation initiatives.
- To ensure transparency and accountability through financial, administrative and human resource management.
- To support partnerships with Inuit organizations, the federal government, and the private sector and maximize the use of our resources in increasing the well-being of Nunavummiut.
- To support each division in achieving its objectives and strategic priorities.
- To support partnerships which advance the goals and aspirations of Nunavummiut.
- To support action on priorities which are fiscally responsible, and meet the needs of Nunavummiut.

- To collaborate with other government departments and agencies on initiatives aimed at achieving the Government’s priorities, particularly those related to the promotion of self-reliance and strengthening of Nunavut families.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Directorate		1,197	1,249	1,249	1,249
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.					
Corporate Services		2,984	2,947	2,947	2,947
The Corporate Services Division is accountable for providing financial and human resource services to the department. The Division is responsible for coordinating budget development and control and for the provision of information technology services to the organization.					
Policy and Planning		1,091	1,075	1,075	1,075
The Policy and Planning Division is accountable for coordinating policy development, strategic planning and the development of legislation across the department. The division also provides communication services, leads the department’s program evaluation initiatives, and manages the department’s response to Access to Information requests.					
Total, Corporate Management		5,272	5,271	5,271	5,271

Priorities (2019-20)

- Implement recommendations from the department’s organizational review and establish structural changes.
Status: The department has implemented the first phase of the organizational review which has seen the creation of 5 new senior management positions. Further structural changes are pending.
- 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 department will continue the process of strategic collaboration and advocacy in developing partnerships with Inuit organizations, the federal government and the private sector.
- Continue to implement the departmental strategic plan ensuring that it means the priorities of Turaaqtavut.
Status: Increased support for community-based healing programs to address violence and sexual abuse – the department approved funding for Men and Boys and Women and Girls

programs. Continuous advocacy for increased funding for shelter initiatives across the territory. Success in receiving additional funding for family violence shelters.

- Support the implementation of the Children and Family Services' Case Management System, and identify and address any operational issues with the system.
Status: Client Information System implementation is ongoing. There are functionality challenges that are being addressed. Continuing to work on data migration and a plan to transition from the external server to government owned.
- Support staff in acquiring the training and education needed to meet professional requirements, including support frontline staff in pursuing Social Services Worker Education program.
Status: The department is working in collaboration with the Nunavut Arctic College on development of credit based program and curriculum for Family Resource Workers, Foster Parent Coordinators Income Assistance Workers and Community Social Services Worker.
- Continue to 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.
- 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 work with Nunavut Housing Corporation to complete these action items.

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.
- Initiate a review of frontline staffing capacity within Family Wellness, and develop a plan to address challenges.

Priorities (2021-22)

- Continue implementation of recommendations from the department's organizational review and identify areas that require evaluation.
- Review the evaluation of the department's program management process and identify areas that require improvement.

Priorities (2022-23)

- Finalize plan to address challenges related to staffing capacity within the Family Wellness Division.
- Initiate a review of records management needs across the department: including Headquarters and all Regional offices.

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)	2019-20	2020-21	2021-22	2022-23
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Poverty Reduction

Headquarters		1,428	1,399	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**

2,681 **4,712** 5,227 5,227

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 **150** 150 150

The Poverty Reduction Division provides contribution funding to community governments, non-profit organizations and businesses to support the *Collaboration for Poverty Reduction Act* and the implementation of the five-year poverty reduction action plan prepared by the Nunavut Roundtable for Poverty Reduction. This includes community-based initiatives designed to address food security and in tandem with the Nunavut Food Security Strategy and Action Plan, as well as funding associated with support for parents and child development through Inunnguiniq.

Total, Poverty Reduction **4,184** **6,261** **6,776** **6,776**

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.
Status: Implementation of Nunavut Homelessness Action Plan is underway. Funding continues to be provided for a variety of community based homelessness solutions. The department’s programs have expanded to provide increased outreach services to individuals experiencing or at risk of homelessness.

- Continue to implement and monitor progress of 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 providing funding to community based projects designed to rebuild and strengthen Inuit childrearing teachings and practices. As well as, funding the delivery of the Qaujigiartiit Health Research Centre’s Inunnguiniq Train the Trainer Program; advocating to build awareness and seek increased resources to support poverty reduction and community wellness initiatives and advocating to inform federal poverty reduction initiatives and strategies.

- Explore options and develop mechanisms to strengthen the governance of local non-governmental organizations and community groups.
Status: The department has established an interdepartmental working group to explore ways to improve coordination of social and cultural grants and contribution funding. The

department also continues to advocate to build awareness and seek increased resources to support community access to social infrastructure.

- Implement the Food Security Strategy and Action Plan and monitor its progress.
Status: The department continues to administer the Nunavut Food Security and Action Plan. Key activities include engaging communities and partners to inform the renewal of both the Strategy and the action plan and distribution of a manual to support communities in establishing and operating community based food programs.

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.

Priorities (2022-23)

- Implement the Nunavut Homelessness Action Plan and develop additional resources for safe and affordable housing specific to homelessness shelters, respite services, and transitional housing.
- Implement solutions identified for strengthening the governance of local non-governmental organizations and community groups.
- Implement the Food Security Strategy and Action Plan and monitor its progress.
- Build community capacity to offer increased Inunnguiniq programming.

Family Wellness

The Family Wellness Division provides a range of support services for children and vulnerable adults who may require protection or other specialized support. The division assists individuals, families, groups and communities to develop skills and make use of both personal and community resources to enhance their well-being.

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)	2019-20	2020-21	2021-22	2022-23
Family Wellness Headquarters		2,823	3,770	4,370	4,370
Family Wellness Headquarters is responsible for interpreting legislation and policy, identifying program gaps and, recommending and drafting policy and legislative changes through consultation with other Government of Nunavut departments. It also ensures territorial participation in all programs and services being developed at the national level, and provides training and communications materials for both staff and the general public.					
Child Protection Services		18,104	20,088	20,088	20,088
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> .					
Adoption Services		155	155	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> .					
Adult Support Services		786	875	875	875
Adult Support Services provides a range of support services to eligible adults with disabilities.					
Family Violence Services		3,758	4,908	5,733	5,733
Community Social Services Workers (CSSWs) provide family violence intervention services. This may include referral to other services and transportation to a safe location.					
Residential Care (Facility Based)		38,724	40,724	40,724	40,724
Residential care is provided both within and outside of Nunavut for those individuals who demonstrate a need for specialized care.					

Social Advocacy	590	590	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.

Total, Family Wellness	64,940	71,110	72,535	72,535
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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*.
Status: *The department continues to work on the implementation of the Client Information System. The department hired support staff to help conduct yearly audits of the Child Family Services files, and begun the review of the Adoptions and Aboriginal Adoptions Acts.*
- Continue to support parents and caregivers of children and youth, including foster families, by providing training and resources.
Status: *The department continues to fund the Inunnguiniq Parenting Facilitator-Training and Inunnguiniq initiatives across the Territory. Regional Foster Parent Coordinators are working to strengthen supports for foster families.*
- Continue to work with our partners to support community-based healing programs to address family violence and sexual abuse.
Status: *The department has engaged with staff across the territory and with community partners including the Umingmak Centre, Embrace life and the Department of Education to raise awareness and to support community healing to address sexual abuse. The Child Abuse Response Protocol has been updated and establishes effective communication procedures.*
- 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.
Status: *The department has developed a terms of reference for the review of both Acts and continues to work through the legislative process.*
- Implement departmental initiatives to address family violence that focus on prevention, intervention and follow-up, collaborating as necessary with community-based organizations.
Status: *The department continues to work with our community partners to establish community programming supports to strengthen our response to eliminating family violence.*
- Continue to consult and collaborate with Qullit Nunavut Status of Women Council on all departmental programs and services that relate to women and girls.
Status: *The department continues to consult and collaborate with Qullit Nunavut Status of Women Council and funding to the council has been increased.*
- Undertake a review of the Men and Boys Initiatives Grant, in collaboration with our partners

and stakeholders.

Status: The department has begun a review of the Men and Boys Initiatives grants.

- Enhance and standardize training for Family Resource Workers and Community Social Services Workers.

Status: The department continues planning regarding delivery of an on-going enhanced 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.

Status: The department has incorporated structured decision-making into child protection investigations, and the department's ongoing work with families.

- Initiate research necessary for a residential care strategy.

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.

- 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.

Status: The department is working in collaboration with the Department of Culture and Heritage on how to best incorporate Elders into service delivery.

Priorities (2020-21)

- Develop a residential care strategy for clients of the department.
- Continue work on 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 Resource Workers to support families.

Priorities (2021-22)

- Implement 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 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 (2022-23)

- Review work with our partners to support community-based healing programs to address family violence and sexual abuse. Specific attention will be given to undertaking a review of the impact of the role of the Coordinator for the Prevention of Violence against Children and Youth Initiatives.
- Undertake a territory wide foster parent recruitment campaign.
- Continue to conduct research and pilot projects necessary to develop a comprehensive residential care strategy.

Income Assistance

Income Assistance Division assist Nunavummiut in achieving their goals for independence and self-reliance. Income Assistance includes a variety of benefit programs that provide various levels of financial assistance to people 18 and over and their dependents. The division provides overall policy direction, program development, and advice to various levels of staff who deliver Income Assistance programs across Nunavut.

Objectives

- To identify, review and evaluate policies and procedures surrounding the delivery and administration of income assistance programs in Nunavut.
- To ensure that income assistance programs are delivered in a manner consistent with the *Income Assistance Act*, the *Financial Administration Act*, the *Access to Information and Protection of Privacy Act* and other statutes and policies relating to the delivery of the programs in Nunavut.
- To provide financial and other support to satisfy basic needs for shelter, food, and clothing and to assist in the transition towards employment.
- To identify the need for referral and to facilitate the referral process for persons requiring information and/or access to other government or agency programs.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Income Assistance Headquarters Office		1,489	1,497	1,497	1,497

The Income Assistance headquarters office is tasked with policy and legislative development, identifying program gaps, developing, and maintaining computer systems to capture expenditures and trends for all Income Assistance programs delivered in Nunavut. The division is also

responsible for developing and updating publications that explain the various Income Assistance programs available in Nunavut.

The division develops materials to aid in the statutory training of Income Assistance Workers and for the Nunavut Income Assistance Appeal Committee and Board. The office represents Nunavut on a multitude of federal/provincial/territorial working groups to ensure full participation in all programs and services being developed at the national level.

Divisional headquarters is also responsible for assisting and completing program audits to ensure the *Income Assistance Act*, regulations, policies and procedures, and other related statutes are adhered to in the delivery of Income Assistance programs. Activities include monitoring of electronic assessments and the completion of on-site reviews and audits of individual client files and income assistance offices. Program audits help to facilitate consistency and enhance program effectiveness and accountability. The Senior Compliance Analyst works closely with the three regional Income Assistance offices and Corporate Services to conduct audits.

Community Delivery 117 **60** 60 60

Contribution funding administered by the Qikiqtani regional Income Assistance office is provided to one 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 5,355 **5,426** 5,426 5,426

Three regional Income Assistance offices are responsible for staff that administer and deliver Income Assistance programs.

Senior Citizen

Supplementary Benefit 1,386 **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 250 **250** 250 250

This system administers monitors and manages all of the income assistance programs and their delivery in every community in Nunavut. This item provides for the ongoing development, testing, implementation and maintenance of such systems.

Income Assistance Payments 52,508 **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
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This program provides a subsidy to assist low-income families to access day care for their children so they can attend school or work outside of the home. The program is means-tested.

Seniors Fuel Subsidy	478	478	478	478
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This program provides a subsidy for the high cost of home heating fuel to homeowners aged 60 and over. The program is income tested.

Total, Income Assistance	62,060	62,082	62,082	62,082
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Priorities (2019-20)

- Develop an evaluation plan to assess the effectiveness of Income Assistance reforms.
Status: The department collected data in efforts to monitor the effectiveness of Income Assistance reforms. This includes: increases in the employment numbers combined with a decrease in those on Social Assistance; increases in the numbers of citizens accessing programming and pre-employment program that demonstrate overall effectiveness and an overall decrease in the percentage of the population reliant on Social Assistance.
- Continue to implement the reform recommendations from the review and reform process, including changes to Productive Choices.
Status: Productive Choices are continuing to be refined and options sought to find the right fit for each client.
- Continue to develop and implement the evaluation tool for both the online modular training program and training for the Income Support Delivery System.
Status: Changes to online training and Income Support Delivery System are ongoing as the department transition from the transactional to the transformational, case management, engagement process that the reforms set out.
- Review the Income Assistance issuance process with the goal of increasing efficiency.
Status: The department reviewed job descriptions, delegation levels and conduct an assessment of the need to restructure within Income Assistance.
- Strengthen the delivery of Income Assistance in the Kivalliq and Kitikmeot regions.
Status: Training has been provided for Regional Directors and Regional Managers so that they will have the knowledge, skills and ability to deliver the programs.

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.
- Update the electronic service delivery system.

Priorities (2022-23)

- Continue updates to the electronic service delivery system.
- Continue integration of programming and developing connections to community partners, Inuit Organizations, and each community.

Career Development

Career Development researches, develops and implements a coordinated plan for career and labour market training programs. Emphasis is placed on working with partner organizations including the federal government, Inuit organizations, Nunavut Arctic College, the private sector and not-for-profits. Through these partnerships, Career Development develops more accurate labour market information and designs and delivers labour market interventions that support the development of Nunavut's labour force. Particular emphasis is placed on interventions to improve Inuit participation and success in the labour force. The Division is responsible for developing a coordinated client sponsorship approach for adult training that involves developing, implementing and supporting case management systems intended to support Career Development programs and projects.

The Apprenticeship Certification Unit is responsible for administering the apprenticeship and trade qualification processes and ensuring that apprentices and trade qualifiers meet all standards of knowledge and experience. Career Development Officers and Apprenticeship Officers provide career counselling and funding supports for apprentices.

Objectives

- To increase the number of Nunavummiut who gain employment in their chosen field through the provision of effective career services.
- To increase the number of Nunavummiut accessing employment based training opportunities, including trades programs.
- To provide financial and other supports (such as career counselling) to those who are not participating in the labour market and support their transition to training and ultimately employment and self-reliance.

- To identify employment barriers and facilitate the referral of individuals to programs that act to remove those barriers.
- To collect and provide labour market information to ensure that education and training in the territory aligns with the labour market.
- To provide policy direction for program development and related certification of trades apprenticeship in Nunavut.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
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Career Development HQ		885	852	852	852
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Career Development researches, develops and implements a coordinated approach to the delivery of labour market training programs, including apprenticeship. Programs are designed to meet the needs of Nunavut's labour force and link Nunavummiut to sustainable jobs. Career Development works with partner organizations, such as the Government of Canada, Inuit organizations, Nunavut Arctic College, industry, private sector, and not-for-profit organizations who assist in the delivery of programs. Accurate labour market information is required to design and deliver labour market interventions that support the development of Nunavut's labour force, particularly Inuit participation in the labour force.

Nunavut Apprenticeship		463	444	444	444
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Nunavut Apprenticeship is comprised of the Director of Career Development as the Director of Apprenticeship, the Nunavut Apprenticeship, Trade and Occupations Certification Board (NATOC) and the Apprenticeship Certification Unit (ACU). The ACU is responsible for the administration and monitoring of apprenticeship, trade and occupations certification. The Unit is also responsible for developing and delivering apprenticeship-related training to regional staff and acts as a liaison with industry and technical training providers. The Unit is responsible for the development of promotional and communication materials for staff and the general public related to apprenticeship, trade and occupations certification. The Certification Unit is composed of a Supervisor and two Certification Officers who report to the Manager of Labour Market Programs.

Regional Offices		3,566	3,838	3,838	3,838
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The three regional offices are accountable for the administration and delivery of a range of labour market related programs and services such as: Employment Assistance Services, Training on the Job, and Adult Learning and Training Supports. These programs are delivered using labour market data provided by Statistics Canada, the Nunavut Bureau of Statistics and through a network of partnerships and feedback from clients, other organizations, and the private sector.

Adult Learning & Training Support		4,975	4,975	4,975	4,975
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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 Agreement	1,000	1,000	1,000	1,000
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This program contributes towards the funding of programming and services to assist people who face persisted barriers to employment, people who are unemployed/underemployed and youth who are not attending school. Funding may be distributed to organizations to provide programming and services that will positively impact the lives of Nunavummiut and assist with helping them remain and/or enter the workforce.

Total, Career Development	10,889	11,109	11,109	11,109
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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.
Status: The department has completed its review of student supports for post-secondary students. Preparations are being made to implement regulation changes.
- Develop an ongoing training and professional development strategy for Career Development Officers.
Status: Regional consultation and training visits have taken place in Rankin Inlet, Pangnirtung and Cambridge Bay and will continue in other communities. The results of these visits will inform the creation of a training and professional development strategy for Career Development Officers.
- Work with Nunavummi Nangminiaqtunik Ikajuuti Secretariat 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 in the process of collecting Inuit Training Plans from contractors and, in conjunction with Nunavummi Nangminiaqtunik Ikajuuti, monitor the progress of those training plans.
- Continue improvements to the Nunavut Apprenticeship Program, working with relevant stakeholders as necessary, including drafting revisions to the Act and Regulations.
Status: Informal consultations have taken place with stakeholders in order to draft a consultation paper that will inform formal public consultations on revisions to the Act and Regulations in Iqaluit, North Baffin, Rankin Inlet and Cambridge Bay.
- Develop new sources of labour market information on occupational supply and demand to inform program delivery and meet the needs of clients.
Status: The department is currently exploring options to collect labour market information directly from communities.
- Work with other government departments and agencies to undertake a review of programming provided to youth and persons with disabilities.
Status: The department is cooperating with lead departments for these reviews.

- Work with other government departments and agencies to promote trades career options for women in Nunavut.

Status: The department is in discussions with Nunavut Arctic College on possible approaches to recruiting more women for careers in the trades. The department continues to work on sponsoring events promoting women in non-traditional careers in the lead up to International Women's Day 2020.

- Work with other government departments and agencies to review supports for women looking to enter the trades in Nunavut.

Status: The department is currently exploring options for targeted Adult Learning & Training Supports to enable more women to pursue trades training.

Priorities (2020-21)

- 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.
- Work with the Department of Education to reinstate the Nunavut Early Apprenticeship Training (NEAT) program.
- Prepare revisions to the Apprenticeship, Trade and Occupations Certification Act and Regulations based on the results of public consultations.
- Undertake a formal evaluation of programs and services directed at youth, persons with disabilities, and women.

Priorities (2021-22)

- 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.
- Introduce legislation to revise the Apprenticeship, Trade and Occupations Certification Act.
- 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.

Priorities (2022-23)

- Amend the Apprenticeship, Trade and Occupations Certification Act Regulations.
- In partnership with Nunavut Arctic College, expand the Skill Trades Worker Certificate program to include the Cook trade.
- Work with Department of Education to revise Adult Learning Strategy.

- Implement plan to improve programs and services directed at youth, persons with disabilities, and women.

Financial Summary

Branch	2019-2020 Main Estimates		2020-2021 Main Estimates		2021-2022 Planned		2022-2023 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	5,613	39.0	6,028	43.0	6,028	43.0	6,028	43.0
Grants & Contributions	2,756		4,321		4,836		4,836	
Other O&M	1,087		1,183		1,183		1,183	
Subtotal	9,456		11,532		12,047		12,047	
Family Wellness								
Compensation & Benefits	12,462	95.5	13,883	104.6	13,883	104.6	13,883	104.6
Grants & Contributions	3,470		4,980		6,405		6,405	
Other O&M	49,008		52,247		52,247		52,247	
Subtotal	64,940		71,110		72,535		72,535	
Income Assistance								
Compensation & Benefits	6,327	52.3	6,385	52.3	6,385	52.3	6,385	52.3
Grants & Contributions	54,962		54,905		54,905		54,905	
Other O&M	771		792		792		792	
Subtotal	62,060		62,082		62,082		62,082	
Career Development								
Compensation & Benefits	4,210	36.0	4,453	37.0	4,453	37.0	4,453	37.0
Grants & Contributions	4,600		5,715		5,715		5,715	
Other O&M	2,079		941		941		941	
Subtotal	10,889		11,109		11,109		11,109	
Total	147,345	222.8	155,833	236.9	157,773	236.9	157,773	236.9

Inuit Employment Plan

Departmental Inuit Employment Targets				
Department of Family Services	As at Sep. 30 2019		For March 31, 2021	
		Capacity %		Capacity %
Total Department Positions	239.87		236.87	
Total Filled Positions	185.87	77%	193.1	82%
Total Vacancies	54	23%	43.77	18%
Total Beneficiaries	118.87	64%	125.87	65%
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Beneficiaries in Executive Positions	1	50%	1	50%
Total Senior-Management Positions	10		15	
Total Filled Senior-Management Positions	9	90%	13	87%
Total Vacant Senior-Management Positions	1	10%	2	13%
Total Beneficiaries in Senior-Management Positions	1	11%	3	23%
Total Middle-Management Positions	24		21	
Total Filled Middle-Management Positions	19	79%	20	95%
Total Vacant Middle-Management Positions	5	21%	1	5%
Total Beneficiaries in Middle-Management Positions	9	47%	11	55%
Total Professional Positions	93		91	
Total Filled Professional Positions	61	66%	66	73%
Total Vacant Professional Positions	32	34%	25	27%
Total Beneficiaries in Professional Positions	21	34%	26	39%
Total Paraprofessional Positions	83.77		85.77	
Total Filled Paraprofessional Positions	70.77	84%	72	84%
Total Vacant Paraprofessional Positions	13	16%	13.77	16%
Total Beneficiaries in Paraprofessional Positions	63.77	90%	65.77	91%
Total Administrative Positions	27.1		22.1	
Total Filled Administrative Positions	24.1	89%	20.1	91%
Total Vacant Administrative Positions	3	11%	2	9%
Total Beneficiaries in Administrative Positions	23.1	96%	19.1	95%

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 (2019-20)

- Continue to encourage Inuit cultural competency training programs for all supervisors.
Status: Encouraged Nunavut Inuit employees to take leadership training through Hivuliqtikhanut training initiative and increased our enrollment numbers. Encouraged Management to provide further promotional and acting opportunities to increase long term employee's skill set.
- Continue to review existing job descriptions with a goal of reducing systemic and artificial barriers to Inuit representation.
Status: Continually reviewing job descriptions to reduce barriers and encouraging restricted competition by community and government employee to allow further positions to be filled.
- 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: Further identification of positions for restricted competitions and promotional opportunities. Created a list of specific positions to focus on for restricted competitions.
- Develop a pilot project for mass hiring of Community Social Services Worker positions through the use of generic positions and eligibility lists.
Status: Completed mass hiring project and will continue to support Nunavut Arctic College through practicums to increase Nunavut Inuit applicant pool for the department for hiring Community Social Services Workers.
- Draft business cases for additional PYs targeted for Inuit employment.
Status: Will continue to draft business cases for additional promotional advancement within the department.
- Identify opportunities to support the Department of Human Resource's Career Broadening Program in the policy field.
Status: Have contacted training to assist with career broadening process. Will continue to develop and select candidates to partake in program.

- Identify opportunities for Inuktitut speaking employees to take training programs in Inuktitut.
Status: Have identified multiple employees for training and will continue to expand programs and employees taking programs. No Inuktitut training being taken currently but will further encourage language and cultural competencies to be taken.
- Identify succession plans for potential retirements that would include Acting assignments and mentoring for current Inuit staff.
Status: Have identified retiring employee for internship and have been selected to be run through Sivuliqtiksats Internship.

Priorities (2020-21)

- Identify existing employees to take career broadening in all regions and sections.
- Identify current training gaps and explore further training needed for advancing employee careers.

Priorities (2021-22)

- Adjust internships to promote further opportunities within the department.
- Identify further potential mentors for employees.
- Continue to offer acting assignments and transfer promotional opportunities for advancement.
- Continue to identify further outreach to promote department.

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Department of Environment

Business Plan

2020-2023

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CORE BUSINESS

The Department of Environment (DOE) has the lead responsibility in the Government of Nunavut (GN) for ensuring the protection, promotion and sustainable use of natural resources in Nunavut through the management of the environment, wildlife and parks. The department has the lead responsibility for establishing climate change adaptation and mitigation programs for Nunavut. The department delivers a wide range of regulatory and program functions, and implements specific statutory and legal obligations of the GN, including a number of commitments under the Nunavut Agreement.

The Department of Environment takes an integrated approach to sustainable resource management by focusing on wildlife, environmental protection, as well as parks and special places. In September, 2019 Cabinet approved the transfer of the Fisheries and Sealing Division from the Department of Environment to the Department of Economic Development and transportation, effective April 1, 2020. 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 four lines of business:

	Budget (\$000)			
	2019-20	2020-21	2021-22	2022-23
Corporate Management	5,880	5,880	5,880	5,880
Wildlife Management	12,151	12,796	12,796	12,796
Environmental Protection	3,862	3,862	3,862	3,862
Fisheries and Sealing	3,678	-	-	-
Parks and Special Places	2,171	2,171	2,171	2,171
TOTAL	27,742	24,709	24,709	24,709

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 Qaujimaqatuqangit 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)	2019-20	2020-21	2021-22	2022-23
Directorate		845	845	845	845
The Directorate is responsible for overall management and direction of the Department of Environment.					
Policy, Planning and Legislation		1,169	1,169	1,169	1,169
Policy, Planning and Legislation oversees all corporate planning, legislation and policy development along with associated research, communications and public education.					
Corporate Services		2,548	2,548	2,548	2,548
Corporate Services provides a full range of support services to the department in the areas of financial services and management, business planning, human resource services, staff development, retention and training.					
Climate Change Secretariat		1,318	1,318	1,318	1,318
The Climate Change Secretariat is responsible for establishing climate change adaptation and mitigation programs, policies, and resources for the Government of Nunavut.					

Total, Corporate Management	5,880	5,880	5,880	5,880
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Priorities (2019-20)

- Identify options for programs and policies that support Nunavut’s ability to respond to the impacts of climate change.
Status: The Climate Change Secretariat is working pan-territorially to strengthen northern climate change policy and promote information-sharing. The Climate Change Secretariat’s outreach initiatives include the development of a youth advisory committee on climate change. The Climate Change Secretariat is collaborating with Nunavut Parks & Special Places to assess the permafrost thaw in Kugluk Territorial Park and explore options to re-locate the ATV trail to a more stable location. Climate Change Secretariat is working with the Department of Economic Development and Transportation to monitor sea-ice through the community based monitoring program SmartICE.
- Develop an interdepartmental venue to incorporate climate change into government practices
Status: The Climate Change Secretariat is engaged with the Sustainable Development Advisory Group and will continue to solicit interdepartmental feedback on climate change implications and strategies.
- Collaborate with the Departments of Community and Government Services and Finance to incorporate climate change considerations into the capital planning process.
Status: Climate change considerations have been incorporated into the ranking system for the GN’s capital planning application process.
- Develop Community Energy Plans in communities across Nunavut.
Status: Grise Fiord, Sanikiluaq, Arctic Bay and Kugluktuk have been engaged to start developing Community Energy Plans and have been formally invited to participate in a Clean Energy Gathering in Fall 2019 to launch the project.
- Support the Qulliq Energy Corporation (QEC) in accessing and developing renewable energy projects and collaborate on innovative ways to reduce Nunavut’s reliance on diesel fuel.
Status: The Climate Change Secretariat is currently working on a review of fossil fuel subsidies in Nunavut for the GN. The Climate Change Secretariat is working in partnership with QEC on energy options for communities.
- Collaborate with Education regarding the Harvester Education Program to determine the most effective methods of program delivery across the territory.
Status: The Environmental Education section has ongoing dialogue and collaboration with the Department of Education and Nunavut Arctic College. The Department of Education and Nunavut Arctic College continue to support and contribute to such programs as the Hunter Education Series. The Environmental Education section is currently working towards finishing a Narwhal Hunting book and film.
- Continue developing resources and modules for the Nunavut Trapper Education Program.

Status: This Nunavut Trapper Education Program is in early development. A proposal is being finalized for Departmental consideration.

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.

Priorities (2022-23)

- Explore and prioritize long-term funding opportunities for the Youth Advisory Council.
- Develop partnerships with GN Departments and identify priority departments to develop climate change risk assessment process.
- Identify and assist communities that require additional support with Community Energy Planning.

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)	2019-20	2020-21	2021-22	2022-23
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Wildlife Operations		6,401	6,401	6,401	6,401
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Wildlife Operations coordinates all wildlife management functions. It covers the delivery of wildlife management responsibilities at the community level through a network of conservation officers to ensure wildlife laws and regulations are followed. This program also serves as the main link to communities on a variety of other programs relating to use of renewable resources.

Wildlife Research		4,734	4,734	4,734	4,734
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Wildlife Research includes scientific research, wildlife monitoring and the collection, and analysis of Inuit knowledge and Inuit Societal Values research. Development of management plans, regulations and conservation recommendations for consideration by the Nunavut Wildlife Management Board (NWMB) are achieved through extensive community and stakeholder consultations.

Wildlife Research works with Hunters and Trappers Organizations (HTOs), Regional Wildlife Organizations (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.

Hunters and Trappers Organizations	438		438	438	438
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This program area involves provision of core operating funding to each of Nunavut's 25 community-based HTOs to allow them to play an active role, with the GN, in the local management of renewable resources.

Regional Wildlife Organizations	223		223	223	223
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This program area involves provision of core operating funding to each of Nunavut's three RWOs.

Wildlife Community Support and Contributions

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.

Seal and Fur Programs Policy

- **645** 645 645

The Seal and Fur Programs Policy provides support for individuals and organizations involved in the harvesting of Nunavut’s seal and furbearers. This program provides funding through its three program areas, Fur Assessment and Advance, Fall Incentive, and Sealskin Purchasing.

Total, Wildlife Management 12,151 12,796 12,796 12,796

Priorities (2019-20)

- Provide a new population estimate of the Davis Strait (DS) polar bear population to Nunavut Wildlife Management Board.
Status: This is an ongoing project. Second field season was completed in fall 2018. Inclement weather caused significant delays and a lack of coverage. Additional historical samples were required for the analysis and shipped to the Wildlife Research section from archives at external research institutions, and processed. Preliminary results expected in March 2020 for tentative spring 2020 consultations.
- Initiate a survey of the Lancaster Sound polar bear sub-population to estimate distribution and abundance.
Status: Initiation of this project is contingent on finalizing the M’Clintock Channel (MC) and Gulf of Boothia (GB) polar bear research analysis, the final report, as well as, community consultations. The polar bear team is working on DS survey analyses. Anticipated results are expected from the MC and GB polar bear research in December 2019. Project is being pushed forward to 2020/2021 to allow the polar bear team to finalize the GB, DS and MC projects.
- Submit survey results for the Beverly caribou herd to the Nunavut Wildlife Management Board.
Status: The Beverly survey was completed in 2018/19 fiscal year. Unfortunately, due to weather delays, the Ahiak part of the survey had to be cancelled. The Beverly final report with results is completed and submission targeted for the December 2019 Nunavut Wildlife Management Board(NWMB) meeting.
- Finalize studies to determine grizzly bear population estimate and density in the Kivalliq region.
Status: Report targeted for departmental review in November 2019.
- Submit survey results for the Dolphin and Union caribou herd to Nunavut Wildlife Management Board.

Status: Targeted submission of these results for the NWMB March 2020 meeting pending consultations in November 2019.

- 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.
Status: Final implementation is targeted for 2020/2021. The sample payment system will be rolled out in Fall 2019 for polar bear samples. This system will be expanded to include other sample payments and programs in the 2020-2021 fiscal year.
- Finalize the Conservation Officer training program and schedule.
Status: This is an ongoing project targeted for completion prior January 2020.
- Finalize updates to licenses and permits to adhere to the current legislation to be compatible with the electronic licensing system under development.
Status: Most used licenses and permits have been updated to reflect the current legislation. Remaining licenses and permits will be printed and targeted for distribution, pending input from the Languages Commissioner on what translations need to appear on the documentation.
- Undertake a review the *Wildlife Act*, SNu 2003, c 26 to identify any amendments or additions.
Status: Amendments to the Wildlife Regulations pursuant to the Wildlife Act have been identified for departmental review.
- Undertake a population estimate for the Ahiak caribou herd.
Status: This population estimate will not be completed in 2019. The Ahiak survey is planned for 2020-2021 as part of the larger North East mainland survey, and will include the other smaller herds that have not been surveyed previously.

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.

Priorities (2022-23)

- Finalize and implement the Enforcement and Licencing Database System.
- Complete a study of the Northeast Mainland caribou herds (Ahiak, Lorillard, Wager Bay).
- Continue to survey the Lancaster Sound polar bear subpopulation to estimate distribution and abundance.

Environmental Protection

The Environmental Protection Division is responsible for protecting the people, wildlife, and natural spaces of Nunavut. This is accomplished through the work of five sections: 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)	2019-20	2020-21	2021-22	2022-23
Environmental Operations		1,361	1,361	1,361	1,361
<p>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.</p>					
Enforcement, Compliance and Pollution Prevention		512	512	512	512
<p>The primary function of this section is enforcement of the <i>Environmental Protection Act</i> 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.</p>					
Environmental Assessment and Land Use Planning		339	339	339	339
<p>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.</p> <p>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.</p>					
Contaminated Sites		1,500	1,500	1,500	1,500
<p>This section undertakes work relating to contaminated sites, including identification, assessment of environmental liabilities, and risk assessments associated with the Government of Nunavut liabilities.</p>					
Water		150	150	150	150
<p>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.</p>					
Total, Environmental Protection		3,862	3,862	3,862	3,862

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.

Status: DOE has member representation on the Cumulative Effects Working group under the Canadian Council of Ministers of the Environment. The group has recently drafted a key elements framework for undertaking cumulative effects reviews. This framework has the capacity to be adapted to the Nunavut context. DOE is currently commenting on the draft framework as the working group works towards finalization of the framework.

- Update the Environmental Protection Division Strategic Plan.

Status: The Division is currently working from its 2017-20 Strategic Plan. There are plans to contract a consultant to facilitate a review and update to the Environmental Protection Division Strategic Plan during the fourth quarter of the 2019-20 fiscal year.

- Review and update environmental guidelines.

Status: The Division is in the process of reviewing and updating its existing environmental guidelines created between 2010 and 2014. Likewise, the Division is supporting the ongoing development of guidelines for mitigating industry impacts to terrestrial wildlife.

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.

Priorities (2022-23)

- Evaluate the department's past, present, and future capacity to monitor the environmental impacts of mining and infrastructure projects.
- Develop a *State of Nunavut Freshwater Ecosystems* report, identifying data limitations while

consolidating and summarizing existing water management knowledge.

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*. The Fisheries and Sealing Division will transfer to the Department of Economic Development and Transportation, effective April 1, 2020.

Objectives

- Encourage and support viable, sustainable fishery, sealing, and fur sectors in cooperation with stakeholders in all regions of Nunavut.
- Promote a clear understanding of all three sectors through education and awareness.
- Represent Nunavut's sealing and fishery interests locally, regionally, nationally and internationally.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
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Division Operations		1,996	-	-	-
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The Fisheries and Sealing Division operates a number of programs. It acts as an advocate for the industries within Nunavut, Canada, and internationally. It provides advice on business development and investment opportunities; supports human resource development for the fishing, sealing and fur harvesting sectors; and crews and operates Nunavut's two research vessels, the *RV Nuliajuk* and the *MV Papiruaq*. 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.

Commercial Fisheries Freight

Subsidy		190	-	-	-
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This program is a freight subsidy provided to Nunavut-based fish processing plants and businesses on commercially caught fish products to offset the high costs of operating in the north.

Fisheries Development & Diversification Program

		525	-	-	-
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The Fisheries Diversification & Development Program provides financial assistance to Nunavut's fishing industry. The program supports research and development initiatives that are of industry-wide benefit, and contributes to businesses, organizations and individuals undertaking viable fisheries development and diversification initiatives.

Seal and Fur Programs Policy	805	-	-	-
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The Seal and Fur Programs Policy provides support for individuals and organizations involved in the harvesting of Nunavut’s seal and furbearers. This program provides funding through its five program areas, Fur Assessment and Advance, Fall Incentive, Sealskin Purchasing, Dressed Sealskins for Nunavummiut, and Seal and Fur Contributions.

Nunavut Fisheries and Marine

Training Consortium	150	-	-	-
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The Nunavut Fisheries and Marine Training Consortium is a major long-term initiative that provides training opportunities for Nunavut Inuit under the Nunavut Agreement, interested in pursuing careers in the fishing industry.

Fur Institute	12	-	-	-
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This program is a contribution made to the Fur Institute of Canada to support fur industry advocacy and implementation of the International Agreement on Humane Trapping Standards.

Total, Fisheries and Sealing	3,678	-	-	-
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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.
Status: Various research projects and developments have been undertaken in support of the Fisheries Strategy and the Seal and Fur Programs. These will be summarized and published in the Division’s annual Science & Research Report by end of fiscal year.
- Deliver the Nunavut Community Aquatic Monitoring Program in at least one community to build community capacity for fisheries monitoring and data collection.
Status: Completed for 2019-2020. The Nunavut Community Aquatic Monitoring Program (N-CAMP) was delivered in Cape Dorset.
- 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.
Status: Igloolik has been re-visited and key documents reviewed. Planning is ongoing for re-structuring all of the Nunavut Coastal Resource Inventory documents and methodologies, as well as re-forming the Steering Committee.
- 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.
Status: Review was completed in May 2019 and is currently being analyzed and formed into a report that can be presented to the Department before the end of this fiscal year.
- Begin planning for 2021/2022 Fisheries Symposium.
Status: In September 2019 Cabinet made a decision to move the Fisheries and Sealing Division from DOE to Economic Development and Transportation (EDT) effective April 1, 2020. It is expected that some of the business plan priorities for 2019/20 and future years may be

modified, including the planning, timing and content of the Symposium, due to the transfer of the division under EDT.

- Continue the development of a Nunavut Seal and Fur Strategy.
Status: Development of a dedicated Nunavut Seal and Fur Strategy has been a longstanding priority limited by capacity and funding. Going forward the department is anticipating to incorporate a Seal and Sealskin component under a broader Nunavut Economic Development Strategy.
- Continue the development of a Nunavut Seafood Strategy (for the processing sector, including marketing and branding initiatives).
Status: Initial work on a Seafood Strategy was carried out in 2018-2019. Related work will continue in 2020-21 and will be informed by an economic assessment of the sector.

Note: 2020-2023 Priorities for the Fisheries and Sealing Division will be published in the Business Plan of the Department of Economic Development and Transportation.

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)	2019-20	2020-21	2021-22	2022-23
Program Development		364	364	364	364
<p>Program Development is responsible for the development of a Park and Special Places program and system plan; legislation, regulations and policy development; communications and promotion using the ‘Katjaqnaaq’ brand; advising on park feasibility, planning and management; and coordinating divisional research needs. The line also contributes to conservation and sustainable land management through its roles in land use planning, development review, and community stewardship programs.</p>					
Operations and Planning		1,662	1,662	1,662	1,662
<p>Operations and Planning is responsible for the division's asset and equipment planning, park operations, and visitor services at territorial parks, campgrounds, trails, visitor and interpretive centers and Heritage Rivers.</p>					
Geospatial Information and Land Tenure		145	145	145	145
<p>Geospatial Information and Land Tenure is responsible for the development, implementation, management and operation of the division’s Geographic Information System. The division also maintains accurate land tenure and descriptions for parks and special places; and manages and maintains of the department’s geospatial database; and provision of geographic information system products and services to the division, the department, other GN departments, and to external clients.</p>					
Total, Parks and Special Places		2,171	2,171	2,171	2,171

Priorities (2019-20)

- Complete the approval process for the draft Nunavut Parks Program, as required by the Inuit Impact Benefit Agreement.
Status: The Nunavut Joint Planning and Management Committee requested some modifications at their July 2019 meeting: anticipate submission for approval prior to the end of the year.
- 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.
Status: Preliminary background work to review current Territorial Parks legislation has begun and additional work will continue once Nunavut Parks Program has been approved.
- Proceed with the implementation of the approved Park Master Plans for Agguttinni, Kugluk, Kinngaaluk and Ovayok Territorial Parks.

***Status:** Agguttinni Territorial Park Master Plan has been approved. The Park infrastructure design development will begin during the current year. Kinngaaluk Territorial Park Master Plan has just been approved: the land administration and control is in the process of being transferred and should be completed during the current fiscal year. The Park infrastructure development will commence in the summer of 2020, beginning with archaeological surveys of location where infrastructure is required by the Mater Plan. Ovayok Territorial Park Master Plan is still in the approval process. The existing Park infrastructure has been inspected during the summer 2019 and minor required maintenance has begun.*

- Proceed with the implementation of the approved Heritage Appreciation Plans for Kugluk, and Ovayok Territorial Parks.

***Status:** Kugluk Heritage Appreciation Plan has been approved, Ovayok Heritage Appreciation Plan is in the process of being approved.*

- 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.

***Status** The development of these Master and Management Plans is in process and targeted completion for December 2019: approval process will start in early January 2020.*

- 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.

***Status:** The Arviat community stakeholders requested to cancel the Nuvuk Territorial Park project, due to change in risks related to location. The Nuvuk Master Plan has not been developed. The Arviat Hamlet and Hunters and Trappers Organization will discuss other possibilities.*

- 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.

***Status:** The development of the Management Plans for Agguttinni and Kinngaaluk will begin during the current year, starting with the training of the Clyde River and Sanikiluaq Community Joint Planning and Management Committees. The Arviat community stakeholders requested to cancel the Nuvuk Territorial Park project, due to change in risks related to location. DOE will not develop a Nuvuk Management Plan. The Arviat Hamlet and Hunters and Trappers Organization will discuss other possibilities.*

- 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.

***Status:** The development of the Master and Management Plans for Kekerten and Mallikjuaq will begin during the current year, starting with the training of the Pangnirtung and Cape Dorset Community Joint Planning and Management Committees. The development of the Master Plan for Napartulik is set to start during the Fall of 2019, beginning with the training of the Grise Fjord Community Joint Planning and Management Committee.*

- 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.

Status: Katannilik Heritage Appreciation and Interpretive Plan development are in process and targeted for completion by fiscal year 2019/2020. Sylvia Grinnell Heritage Appreciation and Interpretive Plan is targeted for commencement in early 2020. Iqalugaarjuup Nunanga Heritage Appreciation and Interpretive Plan will commence in early 2020. Agguttinni Territorial Park Master Plan has been approved: the Park Heritage Appreciation and Interpretive Plan will commence in the next fiscal year (2020-21), once the Park Management Plan is completed.

Kinngaaluk Territorial Park Master Plan has been approved; the Park Heritage Appreciation and Interpretive Plan will commence in the next fiscal year (2020-21), once the Park Management Plan is completed. The Arviat community stakeholders requested to cancel the Nuvuk Territorial Park project, due to change in risks related to location. DOE will not develop a Nuvuk Heritage Appreciation and Interpretive Plan. The Arviat Hamlet and Hunters and Trappers Organization will discuss other possibilities.

- 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.

Status: Agguttinni Territorial Park Master Plan has just been approved: the Park infrastructure design development will commence in the Fall of 2019. Katannilik Territorial Park Master Plan is still in approval process. The existing Park infrastructure was inspected during the summer 2019 and requires minor maintenance. Work is scheduled to begin during the winter 2020, with completion during the 2020-21 fiscal year.

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*.
- 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.

Priorities (2022-23)

- Support anticipated finalization of 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, and Napartulik Territorial Parks, and for the Nunavut-Wide Joint Planning and Management Committee.
- Continue the implementation of the approved Park Master and Management Plans for Kugluk, Ovayok, Katannilik, Sylvia Grinnell/Qaummaarviit, Iqalugaarjuup Nunanga, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik Territorial Parks.
- Continue the implementation of the approved Heritage Appreciation and Interpretive Plans for Kugluk, Ovayok, Katannilik, Sylvia Grinnell/Qaummaarviit, Iqalugaarjuup Nunanga, Kekerten, Mallikjuaq, Kinngaaluk, and Agguttinni Territorial Parks.
- Complete the development of Heritage Appreciation and Interpretive Plans for Napartulik Territorial Park.
- Establish (under the new Territorial Parks Act) the Territorial Parks as described in their respective Master Plans for Kugluk, Ovayok, Katannilik, Sylvia Grinnell, Iqalugaarjuup Nunanga, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik.
- Establish (under the new Territorial Parks Act) the Territorial Parks Campgrounds as described in their respective land surveys for Tupirvik (Resolute), Tamaarvik (Pond Inlet), Pisuktinu (Pangnirtung), Inuujaarvik (Baker Lake) and Taqaiqsirvik (Kimmirut).

Financial Summary

Branch	2019-2020		2020-2021		2021-2022		2022-2023	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	4,482	34.0	4,482	34.0	4,482	34.0	4,482	34.0
Grants & Contributions	25		28		28		28	
Other O&M	1,373		1,370		1,370		1,370	
Subtotal	5,880		5,880		5,880		5,880	
Program Management								
Compensation & Benefits	12,043	107.5	10,858	98.5	10,858	98.5	10,858	98.5
Grants & Contributions	2,053		1,016		1,016		1,016	
Other O&M	7,766		6,955		6,955		6,955	
Subtotal	21,862		18,829		18,829		18,829	
Total	27,742	141.5	24,709	132.5	24,709	132.5	24,709	132.5

Inuit Employment Plan

Departmental Inuit Employment Targets				
Environment	As at Sep. 30 2019		For March 31, 2021	
		Capacity %		Capacity %
Total Department Positions	141.5		132.5	
Total Filled Positions	91.5	65%	97.5	74%
Total Vacancies	50	35%	35	26%
Total Beneficiaries	43	47%	50	51%
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Beneficiaries in Executive Positions	1	50%	1	50%
Total Senior-Management Positions	7		7	
Total Filled Senior-Management Positions	6	86%	6	86%
Total Vacant Senior-Management Positions	1	14%	1	14%
Total Beneficiaries in Senior-Management Positions	1	17%	2	33%
Total Middle-Management Positions	18		15	
Total Filled Middle-Management Positions	11	61%	10	67%
Total Vacant Middle-Management Positions	7	39%	5	33%
Total Beneficiaries in Middle-Management Positions	4	36%	3	30%
Total Professional Positions	33		27	
Total Filled Professional Positions	18	55%	18	67%
Total Vacant Professional Positions	15	45%	9	33%
Total Beneficiaries in Professional Positions	2	11%	4	22%
Total Paraprofessional Positions	69		69	
Total Filled Paraprofessional Positions	45	65%	50	72%
Total Vacant Paraprofessional Positions	24	35%	19	28%
Total Beneficiaries in Paraprofessional Positions	27	60%	30	60%
Total Administrative Positions	12.5		12.5	
Total Filled Administrative Positions	9.5	76%	11.5	92%
Total Vacant Administrative Positions	3	24%	1	8%
Total Beneficiaries in Administrative Positions	8	84%	10	87%

Capacity

As of September 30, 2019, the Department of Environment is operating at 65% capacity, with 50 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, 2019 Inuit Employment Target Positions – 6

- The Department of Environment has filled 33% of the target positions (2 out of 6) with Inuit.

Priorities (2019-20)

- Continue to identify/create and fill positions, through restricted competition for positions identified and created for Inuit only.
Status: The department has identified the six positions in 2018-2019 and the priority was carried into 2019-2020, with two positions allocated per region. The department has been successful in filling two vacancies and is working through staffing processes to re-profile three position and reallocate one to another community.
- 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.
Status: DOE Parks division has identified seven positions, which have been approved by the Nunavut Joint Planning and Management Committee under the Nunavut Agreement and the Inuit Impact and Benefit Agreement. Three of these positions have been filled by Nunavut Inuit. In addition, the Division plans to hold a Nunavut Inuit staff meeting to gather information on how to better support Inuit employees in the DOE.
- 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.
Status: DOE has been delivering the Wildlife Management Division's Introduction to Law Enforcement and Compliance course to the second-year Environmental Technology Program for the past 4 years. It is delivered over the course of a three-week period, and involves both in-class and practical instruction. DOE will be continuing to improve the course delivered by planning on introducing "interviewing" and "resume" skills for Conservation Officer and Wildlife Technician jobs. These skills should better prepare students for entering the workforce. Advertisements for Trainee position have been distributed to the Environmental Technology Program staff of Nunavut Arctic College for sharing with students.
- Increase outreach in middle and high schools to encourage interest in environmental stewardship and careers with the department.
Status: DOE staff members have given polar bear safety talks to middle school students. There has been a consistent DOE presence at both career fairs and trade shows. Wildlife staff are currently assisting the Environmental Education Specialist in developing bear safety educational materials directed at middle school age group and younger. Wildlife staff members conducted one presentation at the high school in Igloolik in May 2019 and during Actua Science camp in August 2019, about careers in the Wildlife Research Section at the DOE.

Priorities (2020-21)

- Continue to identify/create and fill positions, through restricted competition for positions identified and created for Inuit only.
- Advancing the department's outreach work by coordinating workshops in the communities, job fairs and schools career days in the Territory.

- Enhance specialist training programs in parks by strengthening cooperation with Nunavut Arctic College.

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.

Priorities (2022-23)

- Continue to identify candidates for Department of Human Resource leadership, mentorship, and Inuit employment programs.
- Identify career ladders for Inuit employed within the department, enabling individuals to be trained for higher-paying professional and management roles.
- Utilize staffing mechanisms, such as acting assignments, restricted competitions, and internal transfer assignments, to create opportunities for upward mobility.
- Continue to promote education leave and professional development opportunities to staff.
- Identify Inuit cultural competency training programs for all staff, particularly supervisors.
- Consider the creation of entry-level positions where this may address capacity concern.
- Where appropriate, use casual contracts to enable entry-level opportunities where none currently exist and the potential to create new positions is low.
- Continue to provide valuable professional experiences for Nunavut youth through the Summer Student Employment Equity Program, prioritizing the employment of Inuit candidates.
- Create additional Summer Student Employment Equity Program opportunities in regional offices: Kugluktuk, Igloolik, Arviat, and Pond Inlet.

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Department of Community and Government Services

Business Plan

2020-2023

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CORE BUSINESS

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

	Budget (\$000)			
	2019-20	2020-21	2021-22	2022-23
Advisory and Administrative Services	12,325	12,427	12,427	12,427
Local Government & Municipal Transfer Payments	87,355	87,786	89,838	88,131
Information Management/Information Technology	39,332	38,761	38,522	38,522
Infrastructure	116,635	117,657	118,191	118,191
Petroleum Products*[*Revolving Fund]	-	-	-	-
TOTAL	255,647	256,631	258,978	257,271

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)	2019-20	2020-21	2021-22	2022-23
Deputy Minister's Office		751	751	751	751
Consists of the Deputy Minister's Office and a special advisor. Provides senior support to the Minister's office.					
Policy and Planning		887	867	867	867
Provides policy and communications support for the Department and the Minister.					
Consumer Affairs		473	493	493	493
Provides consumer protection services, lottery and business licensing to residents across Nunavut.					
Financial Services		4,504	4,504	4,504	4,504
Provides financial management advisory services, external and internal reporting, and accounting services for the department.					

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

Procurement, Contract Support, and Logistics Services	4,790	4,892	4,892	4,892
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Provides centralized purchasing services for all government departments' goods, services and logistical requirements.

Total, Advisory and Administrative Services	12,325	12,427	12,427	12,427
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Priorities (2019-20)

- Continue to refresh and disseminate consumer affairs public education materials, which include clarification of federal responsibilities regarding consumer protection.
Status: The department developed and posted materials on the departmental website to ensure that consumers are aware of which level of government to work with as it relates to consumer protection. The department will continue to provide updated information as required.
- 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.
Status: Community and Government Services Procurement worked with the Nunavummi Nangminiaqtunik Ikajuuti Secretariat, Family Services (Career Development), and Community and Government Services Infrastructure to establish a formal process to include career planning and training programs as part of the Capital Budgeting Process.
- Maintain and improve understanding, and associated responsibilities of financial management procedures for departmental staff in all regions through on-site education and training.
Status: The department identified training objectives and completed training and development plans for all its employees. The training was delivered through various sources both internal and external to the Government of Nunavut.
- Continue to strengthen services provided through a continual improvement process framework and corresponding training and support.
Status: The department held a meeting for its finance team in November of 2019 to ensure that all employees receive training, updates and share best practices. Going forward this meeting will be held annually.

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 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.
- Continue to explore additional procurement methods to ensure the most efficient use of resources within the existing procurement framework.
- The Department will look for ways to apply best practices to attract and cultivate our finance employees by ensuring a commitment to learning, career development, and succession planning so they can succeed within our diverse and inclusive environment.
- The Department will evaluate its processes and operations to ensure they are necessary, clearly defined and efficiently designed to align people, systems and policies to maximize productivity, and improve efficiency.

Priorities (2021-22)

- Ensure that the lottery licencing regulations are being met and followed, providing information and training to Nunavummiut.
- Continue to look at strategies to attract and retain a talented representative workforce through the development of comprehensive learning plans and succession planning.
- The Department will look for ways to communicate and educate clients both internal and external and provide clear and timely instructions, guidance and schedules for preparation of budgets, adjustments, payments and year-end reporting.

Priorities (2022-23)

- Continue to look at strategies to attract and retain a talented representative workforce through the development of comprehensive learning plans and succession planning.
- Continue to provide support and services for consumer protection and awareness, ensuring that Nunavummiut are aware of their rights and responsibilities in this area.
- Ensure that the lottery licencing regulations are being met and followed, providing information and training to Nunavummiut.
- The Department will update and continually develop sound financial management policies and internal controls to ensure compliance with the Financial Administration Act and the Financial Administration Manual.

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.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
ADM, Local Government		416	416	416	416
The ADM, Local Government provides strategic direction over community and municipal support services, community infrastructure planning, sports and recreation and emergency services.					
Community Development		3,802	3,929	3,929	3,929
Develops and aids community development by fostering self-reliance, through initiatives that develop the capacity of communities to operate services.					
Community Support		1,972	2,088	2,088	2,088
Provides onsite in-community support of municipalities in the areas of asset management, financial monitoring, water licensing compliance and operational support for the delivery of municipal programs and services.					

Municipal Training Grant	170	170	170	170
Facilitates the development and delivery of municipal training initiatives in Nunavut.				
Community Development Fund	1,200	1,200	1,200	1,200
Supports community-based capacity development in program management and delivery, self-monitoring and self-evaluation through training and development initiatives.				
Community Planning and Lands	4,101	4,101	4,101	4,101
Provides community planning, mapping, property assessments and land administration services. Supports communities in developing Community Sustainability Plans.				
Technical Professional Studies Program	80	80	80	80
Provides bursaries to students enrolled in post-secondary technical studies in the fields of Engineering, Informatics, Community Planning, Business Studies, College Programs in Fire Fighting, Training and Prevention and Land Administration.				
Senior Citizen and Disabled Persons Tax Relief	318	318	318	318
Provides tax relief in Iqaluit for senior citizens and disabled persons residing within the municipal tax authority.				
Nunavut Association of Municipalities	190	190	190	190
Financially assists the association representing Nunavut municipalities.				
Nunavut Leader's Forum	150	150	150	150
Facilitates community leadership meetings in Nunavut.				
Community Asset Protection Program	850	850	850	850
Provides a contribution for the Municipal Insurance Exchange to offset incremental costs associated with municipal insurance coverage and to implement loss control program initiatives with focus on such critical areas as fire training and fire prevention.				
Municipal Funding Program	45,451	47,180	47,525	47,525
Allocates core funding that assists community governments to deliver municipal programs and services.				
Water and Sewage Funding Program	8,018	8,018	8,018	8,018
Provides funding to municipalities to offset the cost of water, the cost of water delivery and sewage removal services to local residents. Ensures that communities provide a reasonable level of water delivery and sewage removal services.				

Grant in Lieu of Taxes 5,568 **6,183** 6,183 6,183
 Ensures fair compensation to tax-based municipal governments for municipal services provided to the Government of Nunavut.

Mobile Equipment Block Funding 2,513 **2,513** 2,513 2,513
 Provides annual core funding to assist communities in mobile equipment lifecycle planning, procurement and maintenance. This program provides communities with annual funding so that communities can determine the equipment required and maintained to a high standard.

Sport and Recreation

Administration 3,358 **2,137** 3,844 2,137
 Sport and Recreation Administration provides overall direction and planning for the management and delivery of Sport Recreation and Physical Activity initiatives in Nunavut. The key program responsibilities include the development and facilitation of programs designed to promote and develop opportunities in Sport, Recreation and Physical Activity for Nunavummiut at the community, regional, territorial, national and international level.

Sport and Recreation

Grants & Contributions 4,384 **3,934** 3,934 3,934
 The grant and contribution program is designed to assist Sport and Recreation fund the delivery of programs that support sport related training and development. They also support programs such as technical development, sport development, sport events games funding, on-going community-based physical activity initiatives and sport and recreational activities and programs.

Emergency Management Office 2,506 **2,021** 2,021 2,021
 Responsible for emergency preparedness plans and provides assistance to Nunavut communities in creating their own plans.

Search and Rescue 920 **920** 920 920
 Serves to enhance community-based search and rescue (SAR) capability and preparedness across Nunavut. The program provides SAR Training to Search and Rescue Organizations (SARO) and assists with certain SARO Equipment and communication systems.

Community Infrastructure 1,388 **1,388** 1,388 1,388
 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. Develops the departmental Five-Year Capital Plan.

Total, Local Government Services & Municipal Transfers **87,355** **87,786** **89,838** **88,131**

Priorities (2019-20)

- Develop Drinking Water Strategy and Action Plan and distribute to relevant stakeholders.

Status: The department is finalizing the Drinking Water Strategic Framework for distribution to all relevant stakeholders early in 2020-21. The Action Plan will require additional engagement with stakeholders in 2020-21 to complete.

- Develop a Government of Nunavut Long Term Infrastructure Plan in support of the delivery of the Investing in Canada's Infrastructure Program (ICIP) funding.
Status: The first Nunavut Long Term Infrastructure Plan was completed and submitted in December 2018. An updated version will be completed and submitted for 2019.
- Implement identified options for improving the integration of community infrastructure and related asset management needs in the Government of Nunavut's capital planning framework.
Status: The department implemented three identified options; revision of the infrastructure categorization matrix, along with minor improvements to the Buildingnunavut.com portal to simplify the selection and submission of projects by Municipalities, a new infrastructure prioritization rubric requiring municipalities to submit their infrastructure needs in order of priority, where they previously were categorizing projects in terms of short medium and long term, and a new requirement for an in-depth description of the infrastructure needed was introduced for the top 10 prioritized projects.
- Continue the development of a proposed territorial framework on sport, recreation, and physical activity and review with relevant stakeholders.
Status: The department completed stakeholder consultations for the Sport, Physical Activity and Recreation Policy Framework for Nunavut in November 2019.
- Continue to work collaboratively with Government of Nunavut Departments to finalize development of updated comprehensive departmental Emergency Plans.
Status: The department worked collaboratively with Government of Nunavut departments toward the development and finalization of departmental Emergency plans. No plans have been finalized at this point.
- 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".
Status: The department worked collaboratively with partner departments and agencies related to the Blueprint for Action on Housing. Community and Government Services continues to lead the revitalized Community Housing and Infrastructure Planning Working Group in support of Action Items 24 and 25 of the Blueprint for Action on Housing.

Priorities (2020-21)

- Continue to work with the Departments of Health and Environment, in conjunction with the Government of Nunavut's Sustainable Development Advisory Group, to complete the Government of Nunavut's Water Strategy and the Drinking Water Strategic Framework and Action Plan.
- Prepare an annual update to the Nunavut Long Term Infrastructure Plan under the Integrated Bilateral Agreement for the Investing in Canada's Infrastructure Program.

- In cooperation with the Government of Nunavut departments, engage with relevant stakeholders, including the Nunavut Association of Municipalities, Inuit Organizations, and federal departments Government of Nunavut on the development of a Nunavut Solid Waste Management Strategy.
- Continue to work collaboratively with Municipalities to enhance capital planning capacity and ensure that asset management measures are implemented effectively through the promotion of the Federation of Canadian Municipalities' multi-stage Municipal Asset Management Program and the deployment of the Municipal Asset Planner Database.
- Complete the proposed territorial framework on sport, recreation, and physical activity, in consultation with relevant stakeholders.
- Continue to work collaboratively with Government of Nunavut departments to finalize the development of departmental Emergency Plans.
- Develop a Territorial Emergency Plan, based on the Government of Nunavut departmental emergency plans.
- 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."
- Develop a strategy to support increased opportunities for Nunavummiut to participate in traditional sport and recreation activities.
- Develop resources to ensure sport and recreation stakeholders are prepared to address and eliminate abuse and harassment in sport.
- Continue to work collaboratively with Government of Nunavut Departments to finalize development of updated comprehensive departmental Emergency Plans.
- Monitor the initial roll out of the course to best reflect search and rescue best practices in Nunavut. Initial roll out in all three regions.

Priorities (2021-22)

- Continue to work with Municipal Training Organizations to deliver the new search and rescue program within Nunavut.
- Continue to work with Municipalities with their implementation of the Federation of Canadian Municipalities Municipal Asset Management Program. Continue deploying the Municipal Asset Planner Database and supporting Municipalities with the adoption and implementation of this program.

- Strengthen the Integrated Community Sustainability Plan process by promoting the concept of comprehensive community planning and supporting municipalities enrolled in the federal Comprehensive Community Planning program offered by Crown and Indigenous Relations and Northern Affairs Canada.
- Develop the multi-stakeholder Nunavut Solid Waste Management Strategy and Government of Nunavut engage with Government of Nunavut stakeholders on the development of an Action Plan for the Nunavut Solid Waste Management Strategy.
- Engage with relevant stakeholders on implementation of key elements from the Drinking Water Strategic Framework.
- Implement the Sport, Physical Activity and Recreation Policy Framework.
- Implement the traditional sport and recreation activities strategy.
- Implement the safe sport strategy to help eliminate harassment, abuse and discrimination in sport and recreation activities.

Priorities (2022-2023)

- Engage with relevant stakeholders on implementation of key elements from the Drinking Water Strategic Framework.
- Complete the Action Plan for the Nunavut Solid Waste Management Strategy and implement key action items.
- Engage with Municipalities on progress with the development of Comprehensive Community Plans and continue strengthening the Integrated Community Sustainability Plan process.
- Continue to work with Municipal Training Organizations to deliver the new search and rescue program within Nunavut.
- Continue to work collaboratively with Municipalities and Government of Nunavut departments on Departmental emergency plans.

Information Management/Information Technology

The Information Management/Information Technology (IM/IT) is responsible for government-wide information and communications technology.

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

applications software and user workstations, coordinated through a shared Helpdesk support system.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Telecommunications (Voice and Satellite)		15,900	13,562	13,562	13,562
Provides the Government of Nunavut with telephone communication services including installation, maintenance, support and administration of telephone, video conferencing services, including Telehealth, Community Services Network, and the Satellite Network that supports the Core Business Network of the Government of Nunavut.					
Information Technology		22,285	24,292	24,292	24,292
Contribution to the development and implementation of key information and communication technology strategies, policies, standards and business processes which directly relate to the delivery of core government functions in support of service delivery goals. Establish an analytical framework for review and approval of all Information and Communications Technology (ICT) and Information Management (IM) plans, project expenditures and service contracts across all government. Performs a critical role in the alignment of business architecture and IT strategy for the support and the maintenance of all departmental application systems that provide services and delivery of programs for the Government of Nunavut.					
Computer Award Program Grant in Kind		25	25	25	25
Supports student academic success in math and science and encourages students to pursue further academic studies leading to successful professional and technical careers in the knowledge-based economy in Nunavut.					
Informatics Cooperative Training Program (Program now transferred to Nunavut Arctic College)		240	0	0	0
To train beneficiaries, through a two-year co-op program, for informatics positions in efforts to improve Inuit representation in the Government of Nunavut Informatics workforce					
Information Management		882	882	643	643
Develops and implements policies, standards, procedures and guidelines on records management issues. Oversees, maintains and implements Administrative Records Classification System (ARCS) and Operational Records Classification systems (ORCS). Manages three record centers across Nunavut in Iqaluit, Rankin Inlet and Cambridge Bay.					
Total, Information Management/ Information Technology		39,332	38,761	38,522	38,522

Priorities (2019-20)

- Continue the development of the Government of Nunavut's Information Technology Disaster Recovery and Business Continuity Plans.
Status: The department is currently finalizing the network migration of Government of Nunavut satellite services over to the new T19V satellite to capitalize on 5 Gigabytes of bandwidth. With the improved capacity across the territory, the model for Disaster Recovery has been re-focused to utilize Cloud solutions. This model will allow for reductions in infrastructure costs for each community, while still providing the disaster recovery capability to protect government data
- Continue implementation/upgrades of the territorial network to support the migration to the T19 satellite.
Status: The department is finalizing the T19V network migration project. While the Government of Nunavut satellite services are now operational on this satellite, Government of Nunavut's internet service provider and the department continue to configure the solution to provide maximum service quality and reporting capabilities. Overall Government of Nunavut capacity has increased from less than 200Megabytes to over 5 Gigabytes.
- The department will continue to pursue the options to improve telecommunications for Nunavut, including Fibre & Low Earth Orbit technology.
Status: The department continues the research and planning for the fibre project to finalize routes and landing stations in preparation for the issuance of the Request for Proposal. The department is continuing to communicate with the various Low Earth Orbit vendors to determine their solutions capabilities and expected timelines.
- Investigate options for a territorial wide digital archival solution for all electronic and physical records.
Status: The department identified that the Government of Nunavut requires an Act to govern digital information and is currently investigating the various legislative options.
- Implement enterprise level policies and standards for the departmental use of cloud-based solutions.
Status: The policy is still under development. This priority is deferred to 2020-2021.

Priorities (2020-21)

- Continue implementation of strategic Information and Communications Technology & Information Management infrastructure upgrades and their corresponding innovative solutions and related systems.
- Complete implementation of enterprise level policies and standards for the departmental use of cloud-based solution.
- Continue the development of the Government of Nunavut's Information Technology Disaster Recovery and Business Continuity Plans based on existing technologies while adding flexibility for new technologies as they become available.

- Begin rollout of Cloud-First approach, which will include Office 365 for all Government of Nunavut users.
- Continue to identify opportunities to enhance telecommunications through new funding agreements, strategic partnerships, and collaboration models.
- Rollout of the Business continuity plan and Disaster Recovery
- Continue to pursue the options to improve telecommunications for Nunavut, including Fibre & Low Earth Orbit technology.
- Continue with the development of the Information Management digitization standards and the creation of the Information Management Act.
- Implement enterprise level policies and standards for the departmental use of cloud-based solutions.

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 Government of Nunavut information.
- Ensure support of innovative initiatives, architecture, and business transformation through the analysis of required resources, skillsets, and related training plans.
- Continue to rollout of the Business continuity plan and Disaster Recovery.
- 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.
- Continue to pursue the options to improve telecommunications for Nunavut, including Fibre & Low Earth Orbit technology.
- Identify resources to assist with archival and operational activities.

Priorities (2022-2023)

- The department will continue to pursue the options to further improve telecommunications for Nunavut, including Fibre & Low Earth Orbit technology.

- Complete the rollout of the Business continuity plan and Disaster Recovery.
- Complete the rollout of Cloud-First approach, which will include Office 365 for all Government of Nunavut users.
- Ensure Data Centre Design and Implementation for all communities.
- Ensure Infrastructure Consolidation and Optimization.

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 Government of Nunavut portfolio of assets. Regional Infrastructure Offices are supported by the following Headquarter 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 Government of Nunavut assets located in Nunavut and the South. The division provides support to Regional Infrastructure Offices in the delivery of facilities management services of Government of Nunavut 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 all five building disciplines – mechanical, electrical, structural, civil and architectural. The division provides technical building assessments, design reviews and construction inspections throughout the planning, design and construction phases. This division also provides technical assessments on existing building and oversees the energy management program.

Safety Services Division is responsible for the Chief Building Official's Office, the Office of the Fire Marshal, Chief Electrical Inspector's Office, Chief Elevator Inspector's Office and the Chief Boiler Inspector's Office. Each section provides oversight of their respective codes and standards to support safe buildings in Nunavut. The division provides plan reviews of new construction projects and inspection of facilities to ensure they comply with various building codes, fire safety and mechanical/electrical codes. Safety Services Division provide inspection services to the public and private sectors. The Fire Marshal's Office is responsible for the implementation of the Fire

Prevention Strategy, support of local community fire stations, training of Nunavut firefighters, and support to fire stations for equipment (including fire trucks).

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
ADM, Infrastructure		384	384	384	384
The ADM, Infrastructure provides executive level support to the Deputy Minister as well as professional Infrastructure services (capital planning, project management through design/construction, asset management, technical and safety services) to client departments.					
Technical Services		1,805	1,630	1,630	1,630
Supports the capital planning process through the preparation of a project brief that describes cost estimates, scheduling, site selection and life cycle costs. Project Support also provides continuing support to regional project staff through the construction phase until completion.					
Building and Works Maintenance		34,645	33,192	33,192	33,192
Operates and maintains government leased and owned facilities on behalf of client departments for their program delivery operations, through general maintenance, emergency maintenance and minor works projects.					
Capital Projects		2,349	2,212	2,212	2,212
Establishing infrastructure priorities, initiating projects, and leading the planning phase of major capital projects. Working with Client Departments and Regional Infrastructure Offices from project initiation to project closeout, the primary role of this division is to provide cost-effective solutions delivered on an agreed upon schedule and budget.					
Regional Infrastructure Offices		5,671	5,165	5,165	5,165
Coordinates program and service delivery to communities through regional offices. Provides the regional delivery of projects, manages the process, budget schedule, scope, quality and risk of project implementation. Administers the contracts with architects, engineering consultants and construction contractors.					
Property Services		26,524	26,924	26,924	26,924
Manages Government of Nunavut office space, administers leases and is responsible for disposal of real property assets.					
Utilities Management		39,246	41,945	42,240	42,240
Administration of utilities for government facilities. Promotes conservation of non-renewable resources.					
Fire Marshal's Office		1,362	0	0	0
(Incorporated in Safety Services)					
Provides inspections and enforcement of the applicable fire prevention requirements found in various acts and regulations.					

Fire Protection Strategy	1,795	0	0	0
(Incorporated in Safety Services)				

Provides for implementation of the Nunavut Fire Protection Strategy.

Inspection Services	2,854	0	0	0
(Incorporated in Safety Services)				

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.

Safety Services	0	6,205	6,444	6,444
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(Incorporates the Fire Marshal’s office, Fire Protection Strategy and Inspection Services)

Provides the private and public sectors with fire prevention (implementation of the Nunavut Fire Protection Strategy), electrical, elevator, boiler and gas services and issuance of building, demolition and occupancy permits, plan reviews and related inspections. This includes consultations and the enforcement of the relevant regulations and acts.

Total, Infrastructure	116,635	117,657	118,191	118,191
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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.
Status: Community and Government Services successfully advanced a number of key Design Build projects including: Cape Dorset School (construction completed 2018), Kugaaruk School (construction completed 2019), Kugaaruk and Arctic Bay Fire Stations (both of which are currently in the construction phase) and finally the Rankin Inlet 24 bed Long Term Care facility (currently in planning).
- In partnership with the Department of Finance, pursue continued strategic improvements to the Government of Nunavut Capital Planning Process.
Status: Community and Government Services has worked closely with the Department of Finance to: 1) ensure the annual capital planning process focuses on achieving a sustainable annual capital budget while also considering the long-term capital investment requirements and 2) implement a more comprehensive and transparent capital prioritization and ranking model.
- Continue to work collaboratively with Government of Nunavut departments and the Nunavut Housing Corporation in meeting goals of “The Blueprint for Action on Housing”.
Status: The department continues to support the action item requirements under the “Blueprint for Action on Housing.” Regular updates on progress are provided through the ongoing Blueprint reporting process.
- Continue the strategic review of the Government of Nunavut lifecycle renewal program for its portfolio of facilities to maximize funding and delivery of this important program.

Status: The department will continue to work with the Department of Finance and client departments to determine the feasibility of a centralized lifecycle fund to deliver a more strategic and sustainable lifecycle renewal program. A Business Case is currently in progress and supporting data (e.g. building condition assessment information) is being gathered.

- Complete implementation of the Nunavut Energy Management Initiative in Kivalliq and continue the planning for Kitikmeot Region and Baffin Regions.

Status: Kivalliq Region: Project entered into the implementation phase in May 2018 and construction is projected to end in November 2020. Project is third party funded by an energy management company with financing payments coming from actual energy savings.

South Baffin Region: Project entered into the implementation phase in August 2019. Design will be finalized during the first quarter of 2020 with implementation expected to be complete in 2021/22.

North Baffin Region: The department completed an Investment Grade Feasibility Study at the end of March 2019 and is presently undertaking Hazardous Materials investigations of all government assets that are to be part of this project. The business case related to implementation in North Baffin will be developed during 2020/21.

Kitikmeot Region: The department is planning to commence an Investment Grade Feasibility Study in 2021/22. Community and Government Services is targeting a federal funding application to allow for planning to be undertaken in 2021/22.

Priorities (2020-21)

- Complete the strategic review of the Government of Nunavut lifecycle renewal program for its portfolio of facilities to maximize funding and delivery of this important program.
- Pursue the on-time and on-budget project delivery for Long Term Care facilities in Nunavut
- Pursue the on-time and on-budget project delivery for the Nunavut Addiction and Trauma Treatment Centre
- Pursue the on-time and on-budget project delivery for Nunavut Fibre Infrastructure projects.
- Continue planning and implementation of the Nunavut Energy Management Initiative in the Kivalliq, Baffin and Kitikmeot Regions.

Priorities (2021-22)

- Continue the on-time and on-budget project delivery for Long Term Care facilities in Nunavut.
- Continue the on-time and on-budget project delivery for the Nunavut Addiction and Trauma Treatment Centre
- Continue the on-time and on-budget project delivery for Nunavut Fibre Infrastructure projects.

- Continue planning and implementation of the Nunavut Energy Management Initiative in the Baffin and Kitikmeot Regions.

Priorities (2022-23)

- Continue the on-time and on-budget project delivery for Long Term Care facilities in Nunavut.
- Continue the on-time and on-budget project delivery for the Nunavut Addiction and Trauma Treatment Centre
- Continue the on-time and on-budget project delivery for Nunavut Fibre Infrastructure projects.
- Continue planning and implementation of the Nunavut Energy Management Initiative in the Baffin and Kitikmeot Regions.

Petroleum Products Division

Petroleum Products Division (PPD) is responsible for the purchase, transportation, storage and distribution of refined petroleum products in the communities of Nunavut. Its headquarters is located in Rankin Inlet with three regional offices located in Pond Inlet, Cambridge Bay and Rankin Inlet. PPD is responsible for managing approximately \$190 million in bulk fuel storage facilities assets and sells approximately 210 million litres of petroleum to various consumers including governments, businesses, airlines, homeowners and the public. Its total revenues for 2018-19 were \$206.1 million.

PPD operates under the Revolving Funds Act (the Act). The Act established the Petroleum Products Revolving Fund, which provides \$250 million in working capital to finance PPD's inventories, accounts receivable and expenditures. PPD recovers its program costs through the sale of petroleum products and is required to achieve a break-even financial performance. Given the volatility of fuel prices on world markets, the Petroleum Products Stabilization Fund provides an account for the retention of PPD's annual surpluses and deficits. The stabilization fund can fluctuate by +/- \$10 million and enhances PPD's ability to stabilize fuel prices.

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.
Status: The department is developing an "Operational Data Store" that will complement existing sales and inventory management systems. The Operational Data Store will extract data from within the aged system and make it available to multiple levels of Petroleum Products Division staff in a contemporary and user-friendly fashion. The Operational Data Store is expected to be completed by spring 2020.

- Perform an analysis of various structural and corporate options for the division.
Status: An analysis of various corporate and organizational options for Petroleum Products Division has been completed. The report is due by March 31, 2020.
- Develop and implement a centralized reporting and information management system to improve reporting, regulatory compliance, and divisional efficiencies.
Status: The department has adopted two new information management systems; SharePoint and Asset Planner. SharePoint is a document management system that will facilitate remote access to documents for Petroleum Products Division's regional offices and fuel contractors when fully implemented. Asset Planner is asset management software that integrates information in the areas of capital planning, maintenance management and energy management to improve infrastructure renewal and replacement projects.

Priorities (2020-21)

- Plan and implement the Corporate and Organizational model for the division.
- Finalize drum removal initiative throughout Nunavut, including old drums located in outpost camps Bathurst Inlet and Umingmaktok.
- Develop Health & Safety Management System, Enterprise Risk Management System and Environmental Management System for Petroleum Products Division.
- Continue testing and piloting new technologies such as remote electronic fuel inventory-monitoring systems and fluid management systems to improve inventory management, stock control and accounting functions.

Priorities (2021-22)

- Assess effectiveness of ex-situ soil remediation techniques such as land farming and conduct feasibility study for wider implementation throughout Nunavut.
- Implement Health & Safety Management System, Enterprise Risk Management System and Environmental Management System for Petroleum Products Division.
- Implement new technologies for improved inventory management, accounting, reporting and billing functions.

Priorities (2022-23)

- Conduct external, third party audit of Petroleum Products Division's health and safety management system and environmental management system to achieve certification in that will improve employee and contractor safety and environmental performance.
- Evaluate strategies to create new efficiencies in the purchase and transportation of refined petroleum products in Nunavut.

- Assess opportunities to collaborate with Colleges in the delivery of petroleum related trades education programs for Nunavut.

Financial Summary

Branch	2019-2020		2020-2021		2021-2022		2022-2023	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Advisory and Administrative Services								
Compensation & Benefits	8,211	68.0	8,726	72.0	8,726	72.0	8,726	72.0
Grants & Contributions	-		-		-		-	
Other O&M	4,114		3,701		3,701		3,701	
Subtotal	12,325		12,427		12,427		12,427	
Local Government Services								
Compensation & Benefits	11,147	88.0	11,390	95.0	11,390	95.0	11,390	95.0
Grants & Contributions	69,642		71,536		71,881		71,881	
Other O&M	6,566		4,860		6,567		4,860	
Subtotal	87,355		87,786		89,838		88,131	
Information Management/Information Technology								
Compensation & Benefits	9,929	81.0	9,929	82.0	9,690	80.0	9,690	80.0
Grants & Contributions	265		25		25		25	
Other O&M	29,138		28,807		28,807		28,807	
Subtotal	39,332		38,761		38,522		38,522	
Infrastructure								
Compensation & Benefits	22,508	182.0	22,448	183.0	22,687	183.0	22,687	183.0
Grants & Contributions	1,795		1,795		1,795		1,795	
Other O&M	92,332		93,414		93,709		93,709	
Subtotal	116,635		117,657		118,191		118,191	
Petroleum Products Division								
Compensation & Benefits	-	30.0	-	30.0	-	30.0	-	30.0
Grants & Contributions	-		-		-		-	
Other O&M	-		-		-		-	
Subtotal	-		-		-		-	
Total	255,647	449.0	256,631	462.0	258,978	460.0	257,271	460.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Community and Government Services	As at Sep. 30 2019		For March 31, 2021	
		Capacity %		Capacity %
Total Department Positions	454		462	
Total Filled Positions	330	73%	345	75%
Total Vacancies	124	27%	117	25%
Total Beneficiaries	145	44%	154	45%
Total Executive Positions	3		3	
Total Filled Executive Positions	2	67%	3	100%
Total Vacant Executive Positions	1	33%	0	0%
Total Beneficiaries in Executive Positions	0	0%	0	0%
Total Senior-Management Positions	20		20	
Total Filled Senior-Management Positions	14	70%	19	95%
Total Vacant Senior-Management Positions	6	30%	1	5%
Total Beneficiaries in Senior-Management Positions	1	7%	4	21%
Total Middle-Management Positions	60		60	
Total Filled Middle-Management Positions	49	82%	50	83%
Total Vacant Middle-Management Positions	11	18%	10	17%
Total Beneficiaries in Middle-Management Positions	12	24%	13	26%
Total Professional Positions	119		127	
Total Filled Professional Positions	74	62%	75	59%
Total Vacant Professional Positions	45	38%	52	41%
Total Beneficiaries in Professional Positions	15	20%	16	21%
Total Paraprofessional Positions	199		199	
Total Filled Paraprofessional Positions	154	77%	156	78%
Total Vacant Paraprofessional Positions	45	23%	43	22%
Total Beneficiaries in Paraprofessional Positions	82	53%	83	53%
Total Administrative Positions	53		53	
Total Filled Administrative Positions	37	70%	42	79%
Total Vacant Administrative Positions	16	30%	11	21%
Total Beneficiaries in Administrative Positions	35	95%	38	90%

Capacity

The Department of Community and Government Services is committed to Inuit employment planning. Going forward, the department will be working on individualized training plans for its Inuit employees. The goal is to create succession plans for Inuit to help them reach their career goals. The successful completion of proper succession planning will mean more Inuit can move into professional, management and executive positions. Proper succession planning will take time. As the departments' Inuit employees succeed, more entry-level positions will become available for other Inuit.

Cabinet approved a total of 22 Direct Appointments for long-term casual Inuit staff in June and August of 2019 and an additional two to five Inuit Direct Appointments will be proposed by the end of the fiscal year of 2019/2020. The Department continues to monitor the status of casual Inuit employees to ensure that every opportunity is taken to appoint them to permanent positions.

CGS Orientation Program was revised in September 2019 to be more Inuit-focused highlighting Article 23, Inuit employment, training and development opportunities for Inuit staff, and our Inuit Internship and Development opportunities.

The following departmental initiatives will support CGS's implementation of our Inuit employment plan for 2019-20:

Inuit Employment Plan

Priorities 2019-20

- Tracking of individual employment training and development plans for Inuit employees is underway as part of the performance management framework.
Status: The department completed 57% of employee Performance Evaluations for 2018/2019, tracked and reported progress. A quality review exercise of Performance Review was also conducted. Training and Development Plans have been requested by mid-October for all Inuit employees, after which there will be a succession planning exercise held at the Executive Management Committee.
- Use restricted competitions where a pool of qualified candidates has been identified.
Status: Restricted competitions for Inuit candidates are automatically adopted as required by the GN HR Policies, and as many candidates as possible are qualified in a pool wherever possible for future employment possibilities.
- Promote Sivuliqtiksat Internships and opportunities for career laddering.
Status: The department currently has two candidates actively participating in the Sivuliqtiksat Program and has identified an additional 14 intern/ developmental opportunities for Inuit Employee development within CGS.
- Support employee enrollment in all leadership development programs offered by the Department of Human Resources.
Status: The department's executive committee actively and collectively reviews and discusses potential priority employees for all leadership training and development opportunities on an ongoing basis.
- Expand professional development and education opportunities through such initiatives as the Amaaqtaarniq Education Program.
Status: The department currently supports four CGS employees on full-time education leave for post secondary education – 3 of which are in the Law Program and 1 in a Translation Program. CGS has also developed and implemented an Information Technology course provided by NAC which is being updated for a relaunch in 2020.

- 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.
Status: CGS launched its annual marketing campaign for the Technical Professional Studies Scholarship Program in October 2019 and expects to be in a position to award the maximum amount of scholarships as funding permits.

Priorities 2020-21

- Track and Report on all training, development and professional activities through Financial Services Division.
- 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.
- Continue to create internal internship program within the department and continue to apply for participation in the Sivuliqtiksat program.
- CGS is working to appoint an Inuit candidate through an Internship/Developmental Assignment, who will serve as a dedicated resource to management, to actively support, promote and help increase Inuit employment. This is also a commitment contained in our IEP plan.
- CGS will be creating Recruitment Information pamphlets to be included as a link with all competition notices that provides an overview of the CGS mandate and careers available within the department, as well as an outline of the rewards and challenges of working in the North.
- 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.

Priorities 2022-23

- 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.

**Department of
Economic Development
and Transportation**

**Business
Plan**

2020-2023

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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 infrastructure and 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)			
	2019-20	2020-21	2021-22	2022-23
Corporate Management	10,290	10,797	10,797	10,797
Economic Development Operations	19,255	17,746	17,746	17,746
Tourism and Cultural Industries	5,866	5,690	5,690	5,690
Minerals and Petroleum Resources	4,276	4,148	3,898	3,898
Fisheries and Sealing	0	2,883	2,883	2,883
Transportation Policy and Planning	2,368	3,109	3,109	3,109
Motor Vehicles	3,403	3,379	3,379	3,379
Nunavut Airports	17,141	19,584	19,584	19,584
Iqaluit International Airport	24,500	24,710	24,710	24,710
TOTAL	87,099	92,046	91,796	91,796

Corporate Management

Corporate Management provides the central leadership and direction of 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 strategic planning support on economic development and transportation matters;
- Internal and external communications;
- Financial and human resource management; and,

Corporate Management also includes:

- the Nunavummi Nangminiqaqtunik Ikajuuti Secretariat;
- the Responsible Development section;
- 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 harmonize departmental strategies, programs and projects with Government of Nunavut-wide strategies.
- To support the Government of Nunavut in implementing its *Nunavut Agreement* obligations related to economic development including Nunavummi Nangminiaqtunik Ikajuuti.
- To gather information and undertake research required to make informed policy decisions.
- To collaborate with organizations and other levels of government and agencies working on economic development and transportation in Nunavut.
- To collaborate with private sector partners to achieve economic growth and support Nunavut's transportation sector.
- To ensure a culturally appropriate and respectful workplace for staff by providing quality training and development opportunities and maintaining open communications across the department.
- To provide sound fiscal management to the department, ensuring the delivery of programs that are fully accountable and produce measurable results.
- To coordinate Government of Nunavut participation in resource development, planning activities and initiatives to improve the regulatory system for land management.
- To support and empower the Sustainable Development Committee, which serves to facilitate the Government of Nunavut's positions on issues of land and resource management.
- To support a consistent and predictable regulatory environment, to attract and retain investment across Nunavut's economic sectors.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
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Directorate		1,619	1,834	1,834	1,834
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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, Associate Deputy Minister and Assistant Deputy Ministers. The Directorate also oversees the implementation of *Turaaqtavut*, Inuit societal values and other Government of Nunavut strategies.

Responsible Development		171	191	191	191
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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 all resource development planning and

regulatory activities including coordinating the Government of Nunavut's involvement in marine resource development and conservation.

Policy, Planning and Communications

1,053 **1,122** 1,122 1,122

Policy, Planning and Communications supports and oversees, all corporate planning, legislation and policy development along with associated research, and communication.

Nunavut Development Corporation 3,358 **3,358** 3,358 3,358

The Nunavut Development Corporation is a territorial corporation mandated to create employment and income opportunities and stimulate the growth of business. The Corporation manages a Venture Investment Fund that places equity investments in Nunavut businesses in core economic sectors such as fisheries and tourism. The Corporation also owns eight subsidiary companies in Nunavut's arts and crafts, commercial fishing and food processing sectors. Nunavut Development Corporation also runs an Inuit art marketing service that supports the promotion of Inuit art both domestically and abroad.

Nunavut Business Credit Corporation

700 **900** 900 900

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.

***Nunavummi Nangminiaqtunik Ikajuuti* Secretariat**

762 **611** 611 611

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* were developed responsive to 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.

Finance and Administration 2,627 **2,731** 2,731 2,731

The Finance and Administration division oversees financial planning, training and development, administrative management, financial management and human resource management for the department.

Explanatory Note: The department's 2019-2022 business plan also included, in this section, separate items for Nunavut Economic Developers Association (\$225,000 annually), Nunavut Economic Forum (\$50,000) and Community Economic Development Officer Training (\$50,000 annually). These items have been consolidated into the Program Partnership item, which is located

in the Economic Development Operations sections of this plan. Economic Development partner organisations, such as Nunavut Economic Developers Association, remain eligible for this funding.

Total, Corporate Management	10,290	10,797	10,797	10,797
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Priorities (2019-20)

- Study the Government of Nunavut's strategic approach for reviewing Nunavut's ongoing responsible development projects to ensure impacts and benefits are balanced.
Status: A formalized study has been deferred, groundwork has been laid by renewing internal decision making processes. The Terms of Reference for the Sustainable Development Committee were revised this fiscal year. The Sustainable Development Committee is the Government of Nunavut's internal decision-making body on issues of economic, environmental, resource management and land management.
- Implement program changes identified through review conducted in 2018-2019 to diversify and improve economic opportunities that encourage community self-reliance.
Status: 2020-21 onward, the department proposes restructuring its economic development programs to facilitate improved program management and delivery through the regional offices. This move serves to more directly align program implementation with community needs and serves to move away from dedicated funding programs for specific sectors, ensuring more diverse funding opportunities.
- 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.
Status: The Nunavummi Nangminiaqtunik Ikajuuti Secretariat is worked directly with Family Services' Career Development Division to more closely connect Government of Nunavut training with upcoming Government of Nunavut contracts. Nunavut Arctic College is engaged by Family Services once a training need is identified. Work is ongoing, including the development of internal process to have additions to the Government of Nunavut capital plan automatically trigger training initiatives in impacted communities.
- Lead and coordinate work with the department of Community and Government Services, 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 Nunavummi Nangminiaqtunik Ikajuuti Act and Regulations.
Status: The Nunavummi Nangminiaqtunik Ikajuuti Secretariat completed and issued the Interpretive Bulletin for implementation starting in the 2018/19 fiscal year. The Interpretive Bulletin serves to standardize the Government of Nunavut's approach to implementation of the Nunavummi Nangminiaqtunik Ikajuuti Regulations. The Government of Nunavut initiated the consultation process with Nunavut Tunngavik Incorporated to consider proposed changes to the Nunavummi Nangminiaqtunik Ikajuuti Regulations including the introduction of a bid adjustment cap. The Nunavummi Nangminiaqtunik Ikajuuti Secretariat continues to perform

project specific monitoring of contractor's compliance with Nunavummi Nangminiqaqtunik Ikajuuti obligations.

- Continue to explore potential updates to the Nunavut Business Credit Corporation Act, towards increased efficiency and integration.
Status: Legislative changes have been deferred to 2020-21. The redevelopment of the departmental contribution available to large business creates an increased role for Nunavut Business Credit Corporation and Nunavut Development Corporation in supporting and enabling large and medium business in Nunavut.
- 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*.
Status: The department participated in the implementation and renewal of Igluliuqatigiilauqta, with a focus on working to reduce barriers to private sector solutions to Nunavut's housing crisis. Related work included supporting the launch of banking services in two communities, which provides more tools for Nunavummiut to build the wealth and credit needed for home ownership.
- Develop and Implement performance management system for departmental grants and contributions program.
Status: Development was postponed until the inclusion of Fisheries and Sealing was finalized in the department, in order to ensure all departmental grants and contributions programs were included.
- Conduct internal annual review of departmental program spending.
Status: Completed.
- Examine options for the department to help facilitate economic development activities of charitable organizations in Nunavut.
Status: The department seeks to consolidate funding to facilitate economic development activities from the non-profit sector, which will allow the department to be more responsive to the evolving needs of the sector.

Priorities (2020-21)

- Study the Government of Nunavut's strategic approach for reviewing Nunavut's ongoing responsible development projects to ensure impacts and benefits are balanced.
- Develop and Implement performance management system for departmental grants and contributions program.
- Continue to work collaboratively with the Nunavut Public Service and external partners towards achieving the objectives of Igluliuqatigiilauqta.
- Explore potential updates to the Nunavut Business Credit Corporation Act, towards increased efficiency and integration.

- Support the roll out of adaptive management of economic development partner organization funding provided under the newly consolidated Program Partnerships contributions program.
- The Nunavummi Nangminiaqtunik Ikajuuti Secretariat will continue to 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.
- Lead and coordinate the work with the department of Community and Government Services, other departments and the Territorial Corporations to standardize best practices in procurement, project management, monitoring, and enforcement as they relate to the efficient and effective application of the Nunavummi Nangminiaqtunik Ikajuuti Act and Regulations.

Priorities (2021-22)

- Implement findings from previous departmental program spending review and monitor new data from grants and contributions funding.
- Support adaptive management of partner organization funding supported under Economic Development Operations Sections' Program Partnerships.

Priorities (2022-23)

- Begin the Nunavummi Nangminiaqtunik Ikajuuti Comprehensive review, as mandated by section 12.7 of the Nunavummi Nangminiaqtunik Ikajuuti Regulations.

Economic Development Operations

Economic Development Operations includes three regional Community Operations divisions and related supports. Community Operations divisions ensure that departmental programs are delivered and administered to meet the 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 key program delivery arm of the department.
- 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.
- Provide ongoing support and oversight to regional trade shows, chambers of commerce and designated community futures organizations in the three regions.

- 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.
- Continue to collaborate to deliver the Country Food Distribution Program and, in particular, the development of harvesting infrastructure (such as community freezers) in communities.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Community Operations		5,000	5,277	5,277	5,277

Community Operations is the key program delivery arm of the department. It also provides direct support to regional organizations and community governments to foster community economic development. Community Operations are heavily decentralized to regional divisions, with strategic support located in Iqaluit.

Small Business Support Program		823	823	823	823
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The Small Business Support Program provides contributions to community-based businesses and organizations to develop business opportunities, foster entrepreneurial skills and provide business aftercare services.

Community Capacity Building		4,454	4,454	4,454	4,454
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The Community Capacity Building program provides a contribution to every Nunavut municipality to allow each to employ a qualified economic development officer. The program also supports community economic development projects and training.

Program Partnerships		3,670	3,820	3,820	3,820
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This program supports Economic Development in Nunavut through targeted funding for partner organizations. It serves to ensure funding is available for a range of partner organisations including.

- Nunavut-wide economic development organisations. These were previously funded separately under: The Nunavut Economic Developers Association Program (\$225,000 annually), The Nunavut Economic Forum Program (\$50,000 annually) and The Community Economic Development Officer Training Program (\$50,000 annually).
- Regional economic development organisations. These were previously funded separately under: The Regional Chambers of Commerce Program (\$295,000 annually) and The Business Development Centers Program (\$1,050,000 annually).
- Industry organisations. These were previously funded separately under: The Nunavut Arts and Crafts Association Program (\$550,000 annually), The Nunavut Tourism Program (\$1,000,000 annually), The Alianait Program (\$175,000 annually), earmarked funding under the Nunavut Film Television and New Media Program (\$225,000 annually), The Nunavut Mining Symposium (\$50,000 annually) and the Nunavut Fisheries and Marine Training Consortium (\$150,000 annually).

Country Food Distribution

Program 1,576 **1,576** 1,576 1,576

This program supports the harvesting sector through investments and operations funding for modern energy efficient community freezers, retrofitting existing harvesting infrastructure, and by supporting locally identified harvesting and training initiatives that benefit the harvesting economy in every community of Nunavut.

Strategic Investments Program 3,432 **1,796** 1,796 1,796

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 external organizations.

Nunavut Broadband Development

Program 300 **0** 0 0

The Nunavut Broadband Development program served to support the Nunavut Broadband Development Corporation which was created to access funding under a previous federal regime that required community champion organizations.

Note: The department's 2019-2022 business plan also included, in this section, separate items for Regional Chambers of Commerce (\$295,000 annually) and Business Development Centers (\$1,050,000 annually). These items have been consolidated into the Program Partnership item. The organisations remain eligible for this funding.

Total, Economic Development Operations **19,255** **17,746** **17,746** **17,746**

Priorities (2019-20)

- Update the Nunavut Economic Development Strategy based on prior community consultations and the *Turaaqtavut* mandate.
Status: Update of the Nunavut Economic Development Strategy is not anticipated to be completed in 2019-20. This priority is deferred to 2020-21. The department is consolidating and distilling the work completed to date. The terms of reference for an umbrella Nunavut Economic Development Strategy is anticipated to be completed by March 2019. This approach is contemplated to include sector specific subsections incorporated under that framework.
- 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: Community Operations Offices accept, review and process applications from communities under the Country Food Distribution Program. The Program is promoted through the local Community Economic Development Officer's in each community.
- Support the Policy, Planning and Communications Division in communicating changes to department funding programs to Nunavummiut and municipal partners.
Status: Community Operations Offices collaborated with the Policy, Planning and Communications Division to ensure that communications that are issued by the Department accurately and clearly communicate the programs and services that are available through the Community Operations Offices. Communications included: public service announcements,

ministerial statements, advertisements, social media posts, public meetings and information disseminated through department-funded Community Economic Development Officer positions in each Nunavut community.

- Collaborate with the Minerals and Petroleum Resources Division in the socio-economic monitoring of development projects.
Status: Community Operations Offices in all three regions coordinated regional socio-economic monitoring committee meetings. Reports from the meetings were prepared and provided to communities and other stakeholders in each region.
- Review the Small Business Support Program Policy Implementation.
Status: Community Operations Offices collaborated with the Policy, Planning and Communications Division to monitor program spending and to assess the effectiveness of the program prior to finalizing recommendation on program improvements. This process is anticipated to lead to increased coordination between funding delivered through the Community Tourism and Cultural Industries Program Policy and the Small Business Support Program Policy.
- Support the review of the department's grants and contributions programs for effectiveness and identify areas for improvement.
Status: The department completed the first phase of the review and has consolidated the departmental grants and contributions programs. The consolidated program policy is now compliant with the Financial Administration Manual and assists Community Operations to reduce or eliminate duplication in program delivery. The department will continue to review its grants and contribution programs in 2020.

Priorities (2020-21)

- Finalize and implement the Nunavut Economic Development Strategy.
- 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.
- Collaborate with the Transportation Branch on planning of major infrastructure development projects that affect communities (including marine infrastructure, roads and commercial development of airports).
- Participate in the review, continued improvement and delivery of the recently-consolidated Grants and Contributions Policy to ensure that key components of the programs continue to benefit small businesses, communities and organizations that support community economic development in Nunavut communities.

- Collaborate with other departmental divisions to ensure that territorial programs are delivered consistently and with equitable access for all Nunavut communities.

Priorities (2021-22)

- Support an ongoing review of departmental grants and contributions programs.
- Assist in the development of entrepreneurship training and mentoring programs that support small business development and overall economic development in communities.
- Work with the Policy, Planning and Communications Division to develop renewed communications tools that better promote departmental program and services.

Priorities (2022-23)

- Support the integration of renewable energy initiatives into existing economic development program management.

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 provides 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.
- Support the operation of Nunavut's network of Visitor's Centres.
- Undertake initiatives to market the territory's tourism sector through Destination Nunavut.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Division Operations		3,313	3,137	3,137	3,137

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 Film, Television, and New Media Program

1,361 **1,136** 1,136 1,136

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 provision of financial support for film, television and new media productions that use and emphasize local content and expertise.

Visitor Centres Program

89 **89** 89 89

This program is designed to work in partnership with municipal governments and partner organizations to support the operations of established community and regional visitor centres.

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.

Note: The department’s 2019-2022 business plan included in this section separate items for Nunavut Arts and Crafts Association (\$550,000 annually), Nunavut Tourism (\$1,000,000 annually) and Alianait (\$175,000 annually). The 2019-22 plan also included an additional \$225,000 annually under the Nunavut Film Television and New Media Program, that was earmarked for the Nunavut Film Development Corporation and the Nunavut Film Commission. This funding has been consolidated into the Program Partnership item, which is located in the Economic Development Operations sections of this plan. These organisations remain eligible for this funding.

Total, Tourism and Cultural Industries

5,866 5,690 5,690 5,690

Priorities (2019-20)

- Study the proposal from the Steering Committee for a Nunavut Cultural Centre and provide final recommendation to Cabinet.
Status: The Nunavut Cultural Centre Steering Committee was never fully constituted as key non-governmental partners chose to pursue their own project separately instead of developing a joint Nunavut-wide vision.
- Continue multi-year phased-in implementation process for the Tourism Act and associated regulations, including an awareness campaign.
Status: The department continued the implementation process and will review the Outfitter Regulations in 2020-2021.
- Provide support and opportunities to diversify local businesses and provide Inuit employment opportunities in traditional economy that will serve tourism and cultural sectors.
Status: Nine trainees from the 2019 Nalunaiqsijit (Inuit Cruise Training Initiative) worked on board expedition cruise ships in Nunavut this summer, with a further four planning to join

Quark Expeditions in Antarctica in January. The Inuit Tourism Business Mentorship Program supported three Inuit-owned tourism businesses in 2019 through guided exposure to domestic and international tourism marketplaces.

- Continue to implement Article 4 of the Inuit Impact Benefit Agreement for territorial parks.
Status: The department continues to support the Department of Environment's Parks and Special Places division to implement Inuit Impact Benefit Agreement for territorial parks.
- Develop and implement a new multi-stakeholder Tourism Strategy for Nunavut.
Status: Although a tourism summit was held early in the fiscal year, the department was unable to develop a new multi-stakeholder Tourism Strategy for Nunavut. Going forward the department is anticipating incorporate a tourism sector component under a broader Nunavut Economic Development Strategy. This component is anticipated to be developed in particularly close collaboration with the Government of Canada and Inuit Organizations.
- Complete and implement the Cultural Industry Strategy.
Status: A Cultural Industry Strategy was not developed during 2019-20. The department is working to incorporate Creative Industries as a sector specific component of a broader Nunavut Economic Development Strategy.
- Expand the Cruise Nunavut website as a key resource for marine tourism operators and communities.
Status: The department was unable to launch an operational Cruise Nunavut website. This is deferred to next fiscal year.
- Implement a streamlined system for tourism permitting.
Status: Following the 2019-20 Tourism Summit, it became apparent the department does not hold a sufficiently large role in tourism permitting licencing and permissions to be able to implement a streamlined system without significant multi-stakeholder buy-in. Going forward the department is reaching out to other tourism stakeholders to support a collaboratively developed streamlined system.
- Review programs to ensure they support Turaaqtavut priorities.
Status: The department completed reviews of the Arts Ambassador Policy and the Community Tourism and Cultural Industry 's Contribution Program Policy.
- Develop and table the first annual report for the tourism sector, as required by the Travel and Tourism Act.
Status: The report was completed and tabled on October 29, 2019. This report included an extensive Visitor Exit Survey development in close collaboration with Statistics Canada, providing significantly enhanced understanding of the Nunavut's Travel and Tourism landscape. The department is seeking to periodically incorporate this element in annual reports.
- Pursue collaborative partnerships with industry in order to grow leisure-based tourism and cruise tourism.
Status: The department signed a Memorandum of Understanding with the Indigenous Tourism

Association of Canada to maximize economic opportunities available to Nunavut Inuit. Additionally, the department completed a Memorandum of Understanding with Arctic Expedition Cruise Operator Association Continuous partnership with Destination Canada has served to maximize Nunavut's visibility and presence on national and International tourism scenes.

Priorities (2020-21)

- Continue multi-year phased-in implementation process for the Tourism Act and associated regulations, including an awareness campaign.
- Implement renewed Strategic direction for the Government of Nunavut's engagement in the Tourism and Cultural Industries Sectors. This is anticipated to include sector-specific components under the Nunavut Economic Development Strategy for both Tourism and Cultural Industries, renewed emphasis on delineating regulatory oversight from industry support, and enhanced collaboration with Inuit Organizations to support the effective use of available funding.
- Support a streamlined system for tourism permitting.
- Provide support and opportunities for diversifying local businesses and provide Inuit employment opportunities in the traditional economy that will serve tourism and cultural sectors.
- Support the implementation of Article 4 of the Inuit Impact Benefit Agreement for territorial parks.
- Continue to pursue 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)

- Support the implementation of Article 4 of the Inuit Impact Benefit Agreement for territorial parks.
- Continue to implement the identified Government of Nunavut priorities for engagement in the Tourism Sector.
- Continue to implement the identified Government of Nunavut priorities for engagement in the Cultural Industry Sector.

Priorities (2022-23)

- Continue to support implementation of Article 4 of the Inuit Impact Benefit Agreement for territorial parks.
- Continue to implement the identified Government of Nunavut priorities for engagement in the Tourism and Cultural Industries Sectors.

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 participate, educate and increase awareness 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.
- To provide technical support to Nunavut's ongoing devolution process.
- To provide advice to the government and public on resource related issues such as oil and gas.
- To collaborate with government and external stakeholders to ensure Nunavummiut are prepared to maximize employment opportunities in mining through the development of a Government of Nunavut Mine Training Strategy.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Division Operations		2,506	2,378	2,128	2,128
<p>The Minerals and Petroleum Resources division oversees program delivery, and the implementation of <i>Parnautit</i>, 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. This item also includes expenses related to Socio-Economic Monitoring Committee for each region in Nunavut. These committees were created with respect to Article 12, Part 7 of the Nunavut Land Claim Agreement.</p>					
Nunavut Prospector's Program		150	150	150	150
<p>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.</p>					
Community Engagement Support Program		900	900	900	900
<p>The Community Engagement Support Program promotes strong relationships between potentially impacted communities and mineral development companies via the targeted provision of funding to companies to support ongoing community engagement work throughout the life cycle of their projects.</p>					
Science Education Enabling Program		70	70	70	70
<p>This program supports activities that encourage students to pursue careers in science, technology and engineering fields.</p>					
Nunavut Geoscience Program		450	450	450	450
<p>This program supports a partnership between the Geological Survey of Canada, Crown-Indigenous Relations and Northern Affairs Canada and the Government of Nunavut: the Canada-Nunavut Geoscience Office.</p> <p>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.</p>					
Nunavut Mine Training Program		200	200	200	200
<p>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. This funding will be used in alignment with the anticipated Nunavut Mine Training Strategy.</p>					

Note: The department's 2019-2022 business plan also included, a separate item for the Nunavut Mining Symposium (\$50,000 annually) which has been consolidated into Program Partnerships, located in the Economic Development Operations section of this plan. The Nunavut Mining Symposium Society, remains eligible for this funding.

Total, Minerals and Petroleum Resources	4,276	4,148	3,898	3,898
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Priorities (2019-20)

- Build on the success of the Agnico Eagle Memorandum of Understanding and finalize similar agreements with Baffinland and TMAC Resources.
Status: A Memorandum of Understanding was signed with Baffin/and in April 2019, and the TMAC Resources Inc. Memorandum of Understanding is expected to be completed in the spring of 2020.
- Negotiate and implement Memorandum of Understanding agreements with other active mining companies.
Status: A Memorandum of Understanding was signed with Baffin/and in April 2019, and the TMAC Resources Inc. Memorandum of Understanding is expected to be completed in the spring of 2020.
- 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.
Status: Opportunities for multiuse transportation infrastructure is considered with all major projects in Nunavut.
- Review projects belonging to individual local prospectors for potential advancement.
Status: All Nunavut Prospectors Program projects reports are reviewed for potential advancement. Past prospector's reports are being edited and standardized for public release. Prospectors with interesting finds are encouraged and supported to continue additional follow-up work through the Nunavut Prospector's Program.
- 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.
Status: The department created the Community Engagement Support Program, which enables proactive dialogue between communities and industry.
- The department will implement identified options to improve economic opportunities, encourage self-reliance and local employment through the mining sector.
Status: The department initiated discussions with Family Services and the Nunavut Arctic College to draft a Nunavut Mine Training Strategy, which will serve to inventory and coordinate existing and future training resources needed to connect Nunavummiut with local and regional employment opportunities in 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.
Status: The department is working with Crown-Indigenous Relations and Northern Affairs Canada, and other partners, to support the development of guidance material for use by proponents during the socio-economic impact assessments process. The department will not be leading the development of fixed guidelines. The department continues to support, and input into, the Nunavut Land Uses Planning Process. That process will provide clarity on identified transportation routes, beyond what is contained in Nunavut's Transportation Strategy. An Oil and Gas position is being developed in close consultation with the devolution team. That position is anticipated to be completed by March 2020, with stakeholder consultation to follow.
- 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.
Status: The 2017 Nunavut Socio-Economic Monitoring Report was tabled during the Legislative Assembly fall 2019 sitting. Work on the 2018 Nunavut Socio-Economic Monitoring Report is ongoing and is anticipated to be completed in March 2020. The department supported Regional Socio-Economic Monitoring Committee meetings held in all three regions during spring 2019.
- Continue working with partners and stakeholders on the Strategic Environmental Assessment to address petroleum exploration and development in Baffin Bay and Davis Strait.
Status: The Government of Nunavut finalized its submission to Strategic Environmental Assessment in the spring of 2019, this included 20 recommendations focused on ensuring local involvement in decision making and filling the significant information gap.
- 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 4th community tour.
Status: The department joined the last Strategic Environmental Assessment community tour from November 19th to 29th, 2019. During this tour the Nunavut Impact Review Board presented their final report which included a recommendation to continue the moratorium for 10 years and 79 recommended actions. The department's participation was focused on hearing from Nunavummiut and did not include a position on the Nunavut Impact Review Board's recommendations and conclusions.
- 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.
Status: The department participated 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. The department is advocating for a decision-making role in the development

of the review as well as in the final decision. Draft terms of references are being reviewed.

- Facilitate the development of a Nunavut position on the Oil and Gas moratorium in conjunction with other departments, Inuit organisations and other territorial governments.
Status: A position is being developed in close consultation with the devolution team. It is anticipated to be completed by March 2020, with stakeholder consultation to follow.

Priorities (2020-21)

- Continue to work with communities and mining companies to ensure ongoing investment and understanding in Nunavut mineral projects.
- Facilitate 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 build 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.
- Facilitate the development of a Nunavut position on oil and gas exploration in conjunction with other departments, Inuit organizations and other territorial governments.
- 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.
- Work to align Nunavut's engagement in resource opportunities, particularly on marine issues.

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 and liaise with industry to encourage local employment and long-term benefits.
- Support geoscience data collection and monitoring of all phases of mineral exploration, development, mining and mine closure projects using field and remote sensing data to improve Nunavut's mine information infrastructure and improve public confidence in the regulatory, environmental, and socioeconomic assessment processes.
- 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.

Priorities (2022-23)

- Improvement and development of Nunavut's digital geoscience database to support natural resource decision-making and to provide modern up-to-date information for the department of Economic Development and Transportation, the public and industry to encourage mineral exploration and development in the territory.
- Support geoscience data collection and monitoring of all phases of mineral exploration, development, mining and mine closure projects using field and remote sensing data to improve Nunavut's mine information infrastructure and improve public confidence in the regulatory, environmental, and socioeconomic assessment processes.
- 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.

Fisheries and Sealing

The Fisheries and Sealing Division supports subsistence and commercial fisheries and the sealing sector in Nunavut, ensuring sustainable harvests and maximum benefits to Nunavummiut in close collaboration with Inuit, co-management partners and other stakeholders. The division plays a key role in advocating, promoting and support Nunavut's fisheries and sealing economies locally, nationally and internationally.

Objectives

- Encourage and support viable, sustainable fisheries, marine and sealing sectors in cooperation with stakeholders in all regions of Nunavut.
- Promote a clear understanding of all three sectors through education and awareness.
- Support inshore and offshore fishery development that is sustainable and ethical.
- Support research that contributes to sustainability and is done in a respectful and collaborative manner with Nunavut communities.
- Represent Nunavut's sealing and fishery interests locally, regionally, nationally and internationally.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Division Operations		-	1,996	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 and sealing harvesting sectors; and crews and operates Nunavut's two research vessels: the Research Vessel Nuliajuk and the Motor Vessel Papiruk. It sustains and builds partnerships with Inuit organizations, federal departments, and other Nunavut interest groups to support research and development in fisheries, marine and sealing sectors

Seal Grant Program		-	10	10	10
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This program provides grant funding for small applications that would otherwise be considered under the Seal Contributions Program.

Fisheries Development and

Diversification Program		-	525	525	525
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The Fisheries Diversification and 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.

Commercial Fisheries Freight

Subsidy - **190** 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.

Fur Institute - **12** 12 12

This program is a contribution made to the Fur Institute of Canada to support fur industry advocacy and implementation of the International Agreement on Humane Trapping Standards.

Seal Contribution Program - **150** 150 150

This program provides financial assistance to individuals, organizations, businesses, or societies who wish to undertake projects and/or activities that support the promotion, advocacy, research, development and diversification of Nunavut's sealing sector.

Note: The 2019-2022 business plan also included, a separate item for the Nunavut Fisheries and Marine Training Consortium (\$150,000 annually) which has been consolidated into Program Partnerships, located in the Economic Development Operations section of this plan. Partner organisations, such as The Nunavut Fisheries and Marine Training Consortium, remain eligible for this funding.

Total, Fisheries and Sealing **0** **2,883** **2,883** **2,883**

Priorities (2020-21)

- Initiate campaign to increase Nunavut’s share of adjacent offshore fish resources to 90%.
- Support the development of fisheries, marine and seal 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.
- Support economic development training that enable Inuit to develop fisheries or gain employment in fisheries.
- Continue supporting research and information collection within Nunavut that supports sustainable economic development.
- Define the division’s role for Marine Protected Areas, enhance the Government of Nunavut presence and build relationships with stakeholders with respect to Marine Protected Areas.

- Develop a business case to establish a fund for fisheries and sealing to support marine research for economic retention and development.
- Undergo an economic assessment for Nunavut's seafood and sealing industries.

Priorities (2021-22)

- Campaign to increase Nunavut's share of adjacent offshore fish resources to 90%.
- Prepare a final review document on the 2016-2020 Fisheries Strategy and a draft of the 2022-2026 Fisheries Strategy.
- Host a Fisheries and Marine Economic Development Symposium in Iqaluit where stakeholders will look at accomplishments to date, and the future of the sectors.
- Work plans established from economic assessment of Nunavut's seafood and seal industries.
- Support economic development training that enable Inuit to develop fisheries or gain employment in fisheries.
- Continue supporting research and information collection within Nunavut that supports sustainable economic development.
- Continue to engage on matters relating to Marine Protected Areas and advocate for Nunavut's interests.

Priorities (2022-23)

- Support the sustainable development of fisheries for the long-term benefit of Nunavummiut as outlined in the 2016-2020 Nunavut Fisheries Strategy.
- Release the 2022-2027 Fisheries Strategy (expanded to 5-year plan).
- Support economic development training that enable Inuit to develop fisheries or gain employment in fisheries.
- Continue supporting research and information collection within Nunavut that supports sustainable economic development.

Transportation Branch

The Transportation Branch is responsible for critical elements of Nunavut’s transportation system, encompassing air, land and marine transport modes. This includes operating community and regional hub airports, administering traffic safety legislation and supporting programs, and supporting community-based and strategic territorial priorities for road and marine infrastructure development.

Transportation Policy and Planning

Transportation Policy and Planning is responsible for planning the development of roads, marine and air infrastructure for Nunavut. The division develops long and short-term plans and strategies for Nunavut's transportation system, advocates for Nunavut's unique needs in federal government transportation policy activities and works to secure and manage ongoing funding agreements with the federal government. The division also works with communities and transportation users to plan for transportation related infrastructure.

Objectives

- To help ensure the participation of Nunavummiut in the development of the economy by prompting the construction of infrastructure that proves access to resources and contributes to the development of social capital and human resources.
- To develop and maintain key pieces of transportation infrastructure to facilitate the efficient movement of people and goods throughout the territory.
- To implement the recommendations of the Nunavut Transportation Strategy.
- To work with the federal government to advance projects to build or improve roads, airports and marine infrastructure.
- To work to align Nunavut’s engagement in resource opportunities, particularly on marine resources.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Transportation Policy and Planning		868	1,309	1,309	1,309

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	1,800	1,800	1,800
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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.

Total, Transportation Policy and Planning		2,368	3,109	3,109	3,109
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Priorities (2019-20)

- Review the Community Transportation Initiatives Program to ensure it is being delivered in the most effective manner possible.
Status: Through an internal review, the department has developed a framework for collecting and compiling project data, including geographical information system data, to maximize program delivery effectiveness, and will implement this framework beginning in 2020-2021.
- Continue to pursue funding opportunities available under the Oceans Protection Plan.
Status: The department has commissioned community scoping studies of 22 Nunavut communities using Oceans Protection Plan funding; this project is expected to allow the department to submit proposals to future Oceans Protection Plan calls for proposals for community marine infrastructure.
- Working with other departments and industry, finalize and implement strategies aimed at lowering the cost of air transportation in Nunavut.
Status: The department contributed to the development of an innovative approach to procuring the Government of Nunavut's scheduled air transportation requirements. By including the cost of scheduled air service available to the public (such as Economy Fares) in the procurement evaluation criteria, a significant reduction in the cost of air travel has been realized for much of Nunavut's traveling public.
- Monitor and evaluate the progress of the Iqaluit and Pond Inlet marine infrastructure projects.
Status: The department is in regular communications with the Department of Community and Government Services on the delivery of these projects; both are on schedule for completion in fall 2020.

Priorities (2020-21)

- Manage the Kivalliq inter-community road study.
- Support the Rankin Inlet air terminal building expansion project planning and design phase.
- Monitor changes in federal infrastructure programs and determine applicable projects for infrastructure priorities.
- Review approach to providing operational support for new marine infrastructure and complete operations and maintenance plans for Iqaluit and Pond Inlet marine infrastructure project to ensure safe and efficient operations.

Priorities (2021-22)

- Continue to advocate for a Northern Specific Airport Capital Assistance Program.
- Monitor impacts of the Canadian North airline merger and provide analysis and advice.

- Monitor progress on construction of air terminal buildings in Chesterfield Inlet, Naujaat, Kugluktuk, Kimmirut and Whale Cove.
- Based on the outcome of the Kivalliq inter-community road study, identify next steps.

Priorities (2022-23)

- Monitor changes in federal infrastructure programs and determine applicable projects for infrastructure priorities.
- Continue to monitor the long-term impacts of the Canadian North – First Air airline merger and provide analysis and advice.

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. Additionally, the division undertakes the delivery of General Identification Cards, Nunavut's primary identification system.

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)	2019-20	2020-21	2021-22	2022-23
Motor Vehicles		3,403	3,379	3,379	3,379
Ensure motor vehicle regulations and safety codes are enforced as required and as they apply to all drivers and motor vehicles operating in Nunavut.					
Total, Motor Vehicles		3,403	3,379	3,379	3,379

Priorities (2019-20)

- Develop materials for the public outlining the process for driver's licence examinations and

services on a community by community basis.

Status: *The department developed a suite of public facing communication material that is anticipated to be in place in all motor vehicle service locations by spring 2020.*

- Make improvements in delivery of motor vehicles services, including examining options for online and telephone service.

Status: *The department has successfully connected the Taloyoak Government Liaison Office directly onto the Motor Vehicle Information System. This has significantly improved services delivery times for that community. The department is exploring how best to roll this option out to all communities.*

- Continue to provide training for locally-based driver examiners in conjunction with municipal partners and others.

Status: *This fiscal year Driver Examiner training has been provided in Taloyoak, Kugaaruk, Cambridge Bay, Kugluktuk, Rankin Inlet, and Coral Harbour. Also anticipated this fiscal are Pond Inlet, Kimmirut, and Clyde River.*

- Monitor effectiveness of Cannabis related laws and regulations and determine if changes are required to ensure public safety.

Status: *This priority is deferred to 2020-2021 due to limited availability of enforcement data in the first year of legalization. Available motor vehicles data on Cannabis will be included in upcoming the 2019 annual report mandated by section 328 of the Traffic Safety Act.*

- Continue public information campaign informing Nunavummiut of the Traffic Safety Act regulations.

Status: *The department has incorporated a number of Traffic Safety Public Service announcements and other communication material into a standardized annual rotation. For example, this includes back-to-school and other event specific notifications.*

- Examine and implement appropriate regulations stemming from the Traffic Safety Act.

Status: *The Summary Convictions Procedures Regulations have been amended. Further work on regulatory amendments is anticipated in 2020-2021.*

- Increase Commercial Vehicle Safety Alliance inspections, including of school buses, throughout Nunavut.

Status: *There was not an increase in Commercial Vehicle Safety Alliance inspections in 2019-20. The department is reviewing its approach to vehicle inspections and anticipates shifting focus away from Commercial Vehicle Safety Alliance inspections, and towards inspections of commercial passenger conveying vehicles in communities.*

- Undertake assessment of the need for driver training schools in conjunction with Nunavut Arctic College and the Nunavut Association of Municipalities.

Status: *In conjunction with other Canadian jurisdictions and the federal government, the division has agreed to implement “Mandatory Entry Level Training” for Class 1 Commercial Driver Licenses originating in Nunavut.*

Priorities (2020-21)

- Conduct a full review of the Division’s organizational structure and develop recommendations for improving service delivery at the community level.
- Expand connectivity to the Motor Vehicles Information System to Government Liaison Offices connected to the Government of Nunavut’s Core Business Network.
- Expand Driving Examiner training and accreditation for community-based driver examiners in conjunction with municipal partners and others.
- Develop temporary alternative General Identification Document to facilitate emergency travel needs.
- Launch a public information campaign to inform the public of new regulations stemming from the Traffic Safety Act.
- Evaluate the implications of introducing graduated drivers licensing.

Priorities (2021-22)

- Strengthen regional operations in support of improved community examination and service delivery.
- Expand connectivity to the Motor Vehicles Information System to Government Liaison Offices as they become integrated into the Government of Nunavut’s Core Business Network.
- Revise the Driver’s Licence Regulations.

Priorities (2022-23)

- Complete connecting the Motor Vehicles Information System to Government Liaison Offices.
- Strengthen regional operations in support of improved community examination and services delivery.

Nunavut Airports

Nunavut Airports is responsible for the operation and maintenance of all 24 Arctic Airports with the exception 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 and authorization on all 24 airports.
- Provide for efficient movement of people and goods by ensuring adequate airport facilities for scheduled air service to each community.
- Support 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)	2019-20	2020-21	2021-22	2022-23
Nunavut Airports		17,111	19,554	19,554	19,554
This program area ensures safe and efficient airport services and facilities are available in all Nunavut communities.					
Northern Aviation Scholarships		30	30	30	30
This program provides scholarships to students from Nunavut, and Nunavut Inuit, who are pursuing full-time studies leading towards a northern aviation career.					
Total, Nunavut Airports		17,141	19,584	19,584	19,584

Priorities (2019-20)

- Conduct a comprehensive review of commercial land and building space lease rates in effect at Nunavut airports.
Status: Due to high turnover in senior management this priority was deferred until 2020-21.
- 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.
Status: Completed. The department has begun a 3-year cycle of Audits for all 24 Airports.
- Undertake live testing of Emergency Response Plans at eight other airports in Nunavut.
Status: Completed. The department maintains a 4-year cycle of live exercises for all 24 Airports, and completes tabletop exercises annual for each airport. Naujaat, Igloodik and Gjoa Haven were all completed in the summer of 2019; Cambridge Bay had an actual emergency response that will be submitted to Transport Canada for approval in lieu of a live exercise; Grise Fiord, Kimmirut, Kugaaruk, and Coral Harbour will be completed over the winter prior to March 31, 2020.
- Develop territory-wide standards for airport facilities in Nunavut, including a maintenance management program.
Status: Operational standards have been developed for Nunavut airport facilities and a strategy for delivering the Maintenance Management Program at the site level is being developed.

- Develop two major rehabilitation priorities for submission to Transport Canada Airports Capital Assistance Program.
Status: Completed. Proposals have been developed for runway overlays for Whale Cove and Pangnirtung, and submitted to Transport Canada for consideration.
- Ensure awareness of Northern Aviation Scholarship and participate in selection of successful applicants for program.
Status: Completed. Aviation Scholarships were awarded to five successful Nunavummiut.

Priorities (2020-21)

- Complete the comprehensive review of commercial land and building space lease rates in effect at Nunavut airports.
- Complete the facilities standards and, implement the maintenance management program at all Nunavut Airport systems airports.
- Install accessibility ramp at the Arviat airport.
- 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.
- Undertake live testing of Emergency Response Plan at 8 Airports in Nunavut.
- Undertake table-top testing of the Emergency Response Plan at all remaining airports.

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.

Priorities (2022-2023)

- Develop two major rehabilitation priorities for submissions to Transport Canada Airports Capital Assistance Program.
- Conduct live Emergency Response Plan testing at six 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 Defense. As one of 26 airports included in Canada's National Airport System, the Iqaluit Airport is deemed to be of strategic importance to Canada. The airport also fulfills an important international role serving as a safe alternative landing location for hundreds of transcontinental flights per week. The airport also serves a vital role for Nunavut, serving as a regional hub for people and goods.

Objectives

- To ensure safe, efficient and effective management and operation of the Iqaluit International Airport in accordance with the Aeronautics Act, the Canadian Aviation Regulations and the Canadian Aviation Security Regulations.
- To maintain designation as a National Airport System facility and international alternate use airport.
- Provide oversight of the private partner's performance under the Iqaluit International Airport Improvement Project Agreement and manage those responsibilities which remain with the department.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Iqaluit International Airport		24,500	24,710	24,710	24,710
This program area ensures the safe, reliable, efficient and effective operation of Iqaluit International Airport.					
Total, Iqaluit International Airport		24,500	24,710	27,710	24,710

Priorities (2019-2020)

- Monitor the P3 Partners' compliance with all provisions of the operations plans for the Iqaluit airport, including Inuit employment and training provisions.
Status: The Private Partner is in compliance.
- Oversee commercial development of airport lands in accordance with the Commissioner's Airport Lands Regulations.
Status: The division continues to monitor commercial development, and remains engaged with the City of Iqaluit to effect transfer of select airport lands to the City.
- Develop a business case for refurbishment of the (yellow) Iqaluit Air Terminal Building.
Status: The department has secured \$560K in one-time funding which will be used in part to complete project preplanning. A business case is anticipated for the 2020-21 capital planning cycle.

Priorities (2020-21)

- Develop a business case for refurbishment of the (yellow) Iqaluit Air Terminal Building.
- Monitor the Private Partners' compliance with all provisions of the operations plans for the Iqaluit airport, including Inuit employment and training provisions.
- Oversee commercial development of airport lands in accordance with the Commissioner's Airport Lands Regulations.

Priorities (2021-22)

- Monitor the Private Partners' compliance with all provisions of the operations plans for the Iqaluit airport, including Inuit employment and training provisions.
- Oversee commercial development of airport lands in accordance with the Commissioner's Airport Lands Regulations.

Priorities (2022-2023)

- Monitor the Private Partners' compliance with all provisions of the operations plans for the Iqaluit airport, including Inuit employment and training provisions.
- Oversee commercial development of airport lands in accordance with the Commissioner's Airport Lands Regulations.

Financial Summary

Branch	2019-2020		2020-2021		2021-2022		2022-2023	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	5,179	41.0	5,609	41.0	5,609	41.0	5,609	41.0
Grants & Contributions	4,058		4,258		4,258		4,258	
Other O&M	1,053		930		930		930	
Subtotal	10,290		10,797		10,797		10,797	
Economic Development								
Compensation & Benefits	7,949	61.0	8,645	70.0	8,645	70.0	8,645	70.0
Grants & Contributions	18,578		17,679		17,679		17,679	
Other O&M	2,870		4,143		3,893		3,893	
Subtotal	29,397		30,467		30,217		30,217	
Transportation								
Compensation & Benefits	5,615	44.0	5,761	44.0	5,761	44.0	5,761	44.0
Grants & Contributions	1,530		1,830		1,830		1,830	
Other O&M	40,267		43,191		43,191		43,191	
Subtotal	47,412		50,782		50,782		50,782	
Total	87,099	146.0	92,046	155.0	91,796	155.0	91,796	155.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Economic Development and Transportation	As at Sep. 30 2019		For March 31, 2021	
		Capacity %		Capacity %
Total Department Positions	146		155	
Total Filled Positions	93	64%	118	76%
Total Vacancies	53	36%	37	24%
Total Beneficiaries	57	61%	73	62%
Total Executive Positions	4		4	
Total Filled Executive Positions	3	75%	4	100%
Total Vacant Executive Positions	1	25%	0	0%
Total Beneficiaries in Executive Positions	1	33%	2	50%
Total Senior-Management Positions	11		11	
Total Filled Senior-Management Positions	9	82%	10	91%
Total Vacant Senior-Management Positions	2	18%	1	9%
Total Beneficiaries in Senior-Management Positions	4	44%	5	50%
Total Middle-Management Positions	29		32	
Total Filled Middle-Management Positions	16	55%	25	78%
Total Vacant Middle-Management Positions	13	45%	7	22%
Total Beneficiaries in Middle-Management Positions	6	38%	12	48%
Total Professional Positions	40		46	
Total Filled Professional Positions	24	60%	32	70%
Total Vacant Professional Positions	16	40%	14	30%
Total Beneficiaries in Professional Positions	13	54%	19	59%
Total Paraprofessional Positions	32		32	
Total Filled Paraprofessional Positions	22	69%	23	72%
Total Vacant Paraprofessional Positions	10	31%	9	28%
Total Beneficiaries in Paraprofessional Positions	16	73%	13	57%
Total Administrative Positions	30		30	
Total Filled Administrative Positions	19	63%	24	80%
Total Vacant Administrative Positions	11	37%	6	20%
Total Beneficiaries in Administrative Positions	17	89%	22	92%

Capacity

The Department of Economic Development and Transportation is highly decentralized, with 55% of all positions located outside Iqaluit. As of October 2019, capacity and Inuit employment were higher for the department's positions located outside the capital at 69% and 71% respectively, compared to 58% capacity and 47% Inuit employment for positions located in Iqaluit.

The department's vacancies are partially addressed through the use of casual and relief employees. As of October 2019, the department employed 34 casual and relief employees, 23 of whom are Inuit, or 68%.

Inuit Employment Plan

March 31, 2020 Inuit Employment Target Positions -6

The Department of Economic Development and Transportation has filled 50% of the number of positions targeted to be filled by Inuit (totaling three, of six targeted). The three remaining positions targeted to be filled by Inuit, all being perused through a combination of proposed direct appointments and staffing actions.

Priorities (2019-20)

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;
Status: The department has one current employee in the internship program for a senior management position. This Internship is expected to be successfully complete in March 2020. The department has successfully applied for another Internship for a Senior Management position. The process has started to go through the staffing process as of October 2019.
 - Summer Students Employment Equity Program. In 2019 the department will aim to increase the engagement of Inuit summer students.
Status: The department employed fourteen Inuit summer students in 2019 which was five higher than the year previous.
 - *Hivuliqtikhanut* Program. The department will continue to encourage increased enrollment in 2019-20 and beyond.
Status: The department had two Inuit participate in the Hivuliqtikhanut Program throughout 2019-20, and continues to promote and encourage Inuit to enroll in the program each time it is offered.
- Though the measured use of fixed-term job offers to non-Inuit, maximize the opportunities available for Inuit in the medium- to long-term.
Status: The department submitted targeted non-restricted job competitions with fixed terms. This measured approach is used to increase the number of positions that go to competition, in an effort to attract more Nunavut Inuit as more potential qualified candidates enter the workforce.
- Have the Training and Development Committee begin identifying and assisting employees in pursuing professional and career development opportunities.
Status: The Department has identified a number of employees and related educational opportunities, three employees have been successfully enrolled in post secondary education to support their careers.

- 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.
Status: Development of this priority is ongoing.
- Develop a presentation of Career Selection for College and Highschool students on the opportunities within the department and general Nunavut professional work force.
Status: The Department anticipates piloting recruitment presentations geared towards graduating Inuit High school and Nunavut Artic College students of the 2020 graduating classes.
- Develop succession plans for all Senior Managers and above who are nearing retirement to be filled with Inuit.
Status: Succession plans have been developed for both employees who have been identified as nearing retirement. Internships have been initiated for Inuit to succeed our pending retirements.
- Exceed the departmental goal of 60% representation by March 31, 2020.
Status: On track to reach this goal.

Priorities (2020-21)

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.

- 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.
- Though the measured use of fixed-term job offers to non-Inuit, maximize the opportunities available for Inuit in the medium-to long-term.
- Develop and 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.

- Maintain 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.
- Maintain succession plans for all managers and above who are nearing retirement.
- Continue to actively promote and have employees participate in Government wide-programs such as the Sivuliqtiksat Internship Program, Summer Students Employment Equity Program and the Hivuliqtikhanut Program.

Priorities (2022-2023)

- Continue to actively promote and have employees participate in Government wide-programs such as the Sivuliqtiksat Internship Program, Summer Students Employment Equity Program and the Hivuliqtikhanut Program.
- Maintain succession plans for all managers and above who are nearing retirement.
- Deliver school presentations on the positions and opportunities within the department and related sectors.

INUIT EMPLOYMENT PLAN – Territorial Corporations

Introduction

The Government of Nunavut is committed to achieving a representative workforce with the guidance of Article 23 of the *Nunavut Agreement* by providing opportunities to enhance Inuit participation in government employment. The representative level is defined as the ratio of Inuit to the total population in the Territory and applies to all 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, 2019 by occupational category:

September 30, 2019	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	7	1	6	86%	3	50%
Senior Management	28	4	24	86%	3	13%
Middle Management	83	19	64	77%	21	33%
Professional	254	69	185	73%	68	37%
Paraprofessional	120	28	92	77%	60	65%
Administrative Support	105	33	72	69%	65	90%
TOTALS	596	153	443	74%	220	50%

Note: The table above only reports on established positions of the 5 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister’s Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksat intern positions. The table above reports on the number of incumbents whether they are working full time or part time.

Inuit Employment Plan - Corporations

The following table is a snapshot of the public service as of September 30, 2019 by corporation:

September 30, 2019	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Nunavut Arctic College	253	90	163	64%	92	56%
Nunavut Business Credit Corporation	6	2	4	67%	1	25%
Nunavut Development Corporation	5	0	5	100%	3	60%
Nunavut Housing Corporation	123	36	87	71%	33	38%
Qulliq Energy Corporation	209.4	25.6	183.8	88%	91	49%
TOTALS	596	153	443	74%	220	50%

Note: The table above only reports on established positions of the 5 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksats intern positions. The table above reports on the number of incumbents whether they are working full time or part time.

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

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

Government Wide Plan

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

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

Carrying out these initiatives across the departments and agencies will result in the Government of Nunavut achieving enhanced Inuit employment by March 31, 2021. The following identifies the targets by occupational category:

March 31, 2021	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	8	0	8	100%	4	50%
Senior Management	25	1	24	96%	5	21%
Middle Management	76	10	66	87%	24	36%
Professional	170	56	114	67%	46	40%
Paraprofessional	172	26	146	85%	75	51%
Administrative Support	143	30	112	79%	102	91%
TOTALS	593	122	470	79%	256	55%

Note: The table above only reports on established positions of the 5 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksats intern positions. The table above reports on the number of incumbents whether they are working full time or part time.

The following is a snapshot of the Inuit employment targets for March 31, 2021 by corporation:

March 31, 2021	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Nunavut Arctic College	252	82	170	68%	108	64%
Nunavut Business Credit Corporation	6	1	5	83%	2	40%
Nunavut Development Corporation	5	0	5	100%	3	60%
Nunavut Housing Corporation	123	25	98	80%	41	42%
Qulliq Energy Corporation	207	14	192	93%	102	53%
TOTALS	593	122	470	79%	256	55%

Note: The table above only reports on established positions of the 5 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksats intern positions. The table above reports on the number of incumbents whether they are working full time or part time.

Initiatives Specifically Designed for Inuit

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

Priority Hiring Policy

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

Restricted Competitions

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

Sivuliqtiksat Internship Program

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

Trainee and Internships

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

Inuktitut as a First Language

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

Policy Foundations Program

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

Amaqtaarniq Education Program

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

Career Broadening Program

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

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

Training Travel Fund

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

Initiatives Available for All Government of Nunavut Employees

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

Policy Development Program

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

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

Hivuliqtikhanut Leadership Program

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

Education Leave

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

Trainer's Allowance

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

Learning and Development Courses

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

Specialized Training Fund

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

Mentorship

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

Inuktitut as a Second Language

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

Learning Plans

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

Occupational Certificate Training Programs

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

Restricted Competitions

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

Summer Student Employment Equity Program

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

Transfer Assignments

Transfer assignments are typically opportunities for current Government of Nunavut employees to develop new skills and abilities sometimes in different departments/agencies. Transfer

assignments can be done up to a maximum of three years. They can be done competitively (encouraged) or non-competitively.

Orientation

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

Specific Corporations Initiatives

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

*Nunavut Housing
Corporation*

*Business Plan
2020-2023*

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INTRODUCTION

The Nunavut Housing Corporation is a public agency of the Government of Nunavut created through the Nunavut Legislature by the *Nunavut Housing Corporation Act*. As such an agency, the Nunavut Housing Corporation is at arm's-length from the GN, and its operating boundaries are set out in Part IX of the *Financial Administration Act*, the section specifically devoted to public agencies.

The Nunavut Housing Corporation reports to the Legislative Assembly of Nunavut, Executive Council, and to Nunavummiut through its President, Board of Directors and the responsible Minister. This approach allows the Minister to maximize the effectiveness of the Corporation for the present and future benefits of Nunavummiut.

The advantages of being a Territorial Corporation include:

- The ability to enter independently into funding partnerships, principally with the Canada Mortgage and Housing Corporation, outside of the financial structure of the Government of Nunavut. This means that Nunavut's transfer payments from the federal government are not affected by the funding that the Nunavut Housing Corporation receives from outside parties.
- The ability to carry over funds from one year to the next, ensuring funds from all sources designated for housing initiatives remain dedicated to housing solutions.
- The stewardship of funds appropriated for capital and operating and maintenance, which gives the Nunavut Housing Corporation full authority for the delivery of housing initiatives.
- The creation of an entity that is focused specifically on meeting housing challenges within Nunavut and providing housing solutions using a one-window approach.

Our Mission

To provide opportunities for all residents of Nunavut to have homes that support a healthy, secure, independent and dignified lifestyle through working with our communities to allow them to assume the role of providing housing to Nunavummiut.

Our Vision

To ensure families and individuals in Nunavut have access to a range of affordable housing options.

ENVIRONMENTAL SCAN

Housing market

Nunavut is facing a severe housing crisis marked by a significant housing shortage and staggering overcrowding rates.

The majority of Nunavummiut live in public housing. As of March 31, 2019, the government, through the Nunavut Housing Corporation, maintains 5,582 public housing units (of which 5,347 are Nunavut Housing Corporation-owned and 235 are leased). Furthermore, Nunavut Housing Corporation maintains 1,623 staff housing units (of which 450 are owned and 1,173 are leased) and holds mortgages for 138 homeowners. This represents a significant majority of Nunavut's total housing stock and makes Nunavut Housing Corporation the largest housing provider in the territory. The remaining housing stock includes privately owned, federal/municipal staff accommodations, other private sector employers' staff accommodations, Nunavut Arctic College student housing and income support-funded units.

Due to the absence of private affordable rental housing and given the high costs of independent homeownership, public housing units are home to over half of Nunavummiut. 80% of those living in social housing and over the age of 19 earn less than \$23,000 a year. The current demand for public housing exceeds the supply in all 25 communities. Many households in public housing with adequate incomes get stuck, not being able to shift into the private rental market or homeownership, because of the gaps in the housing continuum.

Homeownership is one component of the housing spectrum in Nunavut, one that is proportionally smaller than other provinces and territories. There are a number of barriers to homeownership in Nunavut. The total cost of maintaining a home in Nunavut is substantial. A lack of support services in many communities, extreme weather conditions and higher household occupancy rate may all contribute to repairs being required more frequently in Nunavut than in the rest of Canada. The Homeownership Feasibility Study indicates that approximately 19% of households in Nunavut would be able to afford the annual costs associated with an average home and the relevant maintenance and repairs.

In addition, Nunavut is severely limited in the quantity and diversity of shelter for the housing vulnerable. Sufficient supportive housing for individuals with underlying social, mental or physical health issues, or who are homeless for more complex reasons than simply lack of shelter, or who are leaving a correctional facility is currently lacking.

Housing construction & labour market

The cost to transport materials, obtain developed land, and construct and operate dwellings, makes building on speculation unpalatable for most. Nunavut's climate and geography presents 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, affordable and appropriate shelter is a key factor in achieving well-being, including the ability to participate and achieve success in economic activities. Housing is also an important economic sector that responds to new and ongoing infrastructure needs. It is a source of employment and a driver for the market for materials and services.

The continued training of Nunavummiut 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 matched those of some of the countries with the highest burden of tuberculosis in the works, including Afghanistan and Nigeria.

Housing as a social determinant of health

National Household Survey data indicates that 56% of the Nunavut Inuit live in crowded housing (Statistics Canada, 2016). Studies have shown that inadequate housing conditions have negative effects on both physical and mental health, raising the potential for stress, violence, food insecurity, abuse, addiction and suicide. Research has linked the high rates of respiratory infections, asthma and allergies to the lack of adequate housing.

The tuberculosis incidence among Canada's Inuit is approximately 300 times higher than among Canadian-born non-Indigenous population (Lancet, 2019). Overcrowding and poor housing conditions are associated with poverty and are a key driver to these high rates of tuberculosis among Inuit as it increases the risk for transmission of the disease. Furthermore, the risk of exposure is also known to increase if there is limited air movement in an enclosed space. In recent years, incidence rates in Nunavut have been similar. Addressing the housing conditions is crucial in eliminating tuberculosis by 2030.

The National Housing Strategy

In November 2017, the federal government released its National Housing Strategy, which incorporated collaboration between the federal, provincial and territorial governments. The National Housing Strategy brings with it new funding for housing construction, maintenance, and operations in the territory.

On April 1, 2019 Nunavut Housing Corporation signed a nine-year bilateral agreement with the Canada Mortgage and Housing Corporation. The total funding to Nunavut under the Canada Mortgage and Housing Corporation-Nunavut Housing Corporation bilateral agreement is \$274.6 million over nine years. Nunavut Housing Corporation has developed an action plan for the first three years of implementation of the National Housing Strategy funding that will emphasis new construction and major renovations in order to relief the core housing need.

As a component of the National Housing Strategy the federal government committed to introducing a Canada Housing Benefit. The Canada Housing Benefit, which represents \$9 million over 9 years for Nunavut, has been targeted by Canada Mortgage and Housing Corporation for rent affordability. The Canada Housing Benefit will be used to provide temporarily relief in crisis situations that result from the gaps in the Nunavut housing continuum, in particularly the lack of transitional housing. The Canada Housing Benefit is co-designed with Canada Mortgage and Housing Corporation and is expected to start to be rolled out in 200-2021.

Though the Nunavut Housing Corporation is appreciative of the funding received under the bilateral agreement, the amounts are insufficient. With the current funding levels under the National Housing Strategy Nunavut is barely able to meet the additional housing need imposed by Nunavut's growing population. This means that we are not actually addressing the housing shortage, in fact as units are aging the housing gap will likely increase. Longer-term funding commitments from the federal government are critical to addressing Nunavut's ongoing housing crisis. It is estimated that a 20-year investment with a total of 1.55 billion (\$77.5 million/year) is required to close Nunavut's housing gap.

The Blueprint for Action on Housing

In response to the growing housing crisis in Nunavut, the Government of Nunavut developed the *Blueprint for Action on Housing*, a Government of Nunavut wide strategic long-term action plan that outlines the Government of Nunavut's response to housing and homelessness.

The Blueprint encompasses the principles set out in the GNs *Turaaqtavut* mandate—namely to respond to the needs of Nunavummiut for safe and affordable housing, including support for elders. By partnering with other departments to gain a better understanding of the need for a variety of housing options and supports, the Nunavut Housing Corporation will ensure that housing investments are used effectively and efficiently.

Through the Blueprint for Action on Housing, the Nunavut Housing Corporation 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 Nunavut Housing Corporation will support the *Turaaqtavut* priority of establishing strategic partnerships with Inuit Organizations and the federal government in the implementation in 2020-21 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.

In 2020-2023, it will be important for the Nunavut Housing Corporation 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*.

Local Housing Organizations

The Nunavut Housing Corporation has a new Management Agreement in place with its community partners, the Local Housing Organizations, to deliver housing and provide maintenance and administration services on housing units. New management agreements were signed in 2019-2020 and help clarify and define the relationship between the Nunavut Housing Corporation and the Local Housing Organizations ensuring that the Nunavut Housing Corporation's programs are delivered consistently across the territory. The Nunavut Housing Corporation looks to the Local Housing organizations for valuable insight on community priorities and concerns. The Nunavut Housing Corporation recognizes the value of enhancing the capacity of Local Housing Organizations and will continue to make this a critical priority for 2020-2023.

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 Nunavut Housing Corporation priorities as outlined for the 2019-2020 fiscal year are provided, and the Nunavut Housing Corporation priorities for 2020 to 2023 are established.

Budget	(\$ 000)			
	2019-20	2020-21	2021-22	2022-23
Advisory and Administrative Services	18,331	18,331	18,331	18,331
Public Housing	133,022	135,848	137,162	138,220
Staff Housing	59,912	63,539	63,632	63,727
TOTAL	\$211,265	\$217,718	\$219,125	\$220,278

**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 Nunavut Housing Corporation are provided by a group of dedicated housing professionals. The Nunavut Housing Corporation team works diligently to make the corporation an action-oriented service delivery agency.

Through its Advisory and Administrative Services, the Nunavut Housing Corporation strives to deliver targeted housing solutions to all audiences and to provide the following services: education, training and support to Local Housing Organizations in the areas of administration, finance, program delivery and housing maintenance. It also develops services for homeowners in the areas of finance, and technical assistance, as well as coordinates housing-related advocacy efforts on behalf of all Nunavummiut.

Objectives

- To ensure effective coordination of housing policies and procedures in Nunavut;
- To ensure appropriate levels of staffing, delivery capacity, training and professional development for Nunavut Housing Corporation and Local Housing Organization staff; and,
- To increase the awareness and understanding of housing realities in Nunavut within the territory and nationally.

The organization includes a Directorate office, Headquarters and three District offices. The District offices provide support to 25 Local Housing Organizations that deliver housing services.

The following divisions of the Nunavut Housing Corporation are responsible for the delivery of Advisory and Administrative Services:

Programs Budget (\$ 000)	2019-20	2020-21	2021-22	2022-23
Corporate Governance	1,630	1,630	1,630	1,630
Responsible for managing the Nunavut Housing Corporation to ensure consistent and effective application of policy, standards, procedures and program delivery throughout Nunavut.				
Corporate Operations	3,505	3,505	3,505	3,505
Responsible for the public housing, staff housing and homeownership programs as well the provision of related technical and maintenance services.				
Corporate Policy and Planning	1,759	1,759	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 Nunavut Housing Corporation policies in support of the Corporation's vision, mission, mandate, and goals and objectives. This function is also responsible and accountable for socio-economic research, strategic planning and support for the Minister's office.				
Corporate Finance Administration	1,661	1,661	1,661	1,661
Accountable for the overall management of the Corporation's financial affairs, including safeguarding the Nunavut Housing Corporations assets, preparing and issuing financial reports, maintaining internal financial controls and providing training and advice.				
District Program Administration	3,023	3,023	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.				
District Financial Administration	3,191	3,191	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.				
District Technical Administration	3,562	3,562	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.				
Total, Advisory and Administrative Services	18,331	18,331	18,331	18,331

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.

Status: The Nunavut Housing Corporation worked diligently on implementation of Turaaqtavut priorities by collaborating with other departments through the renewal of the Blueprint.

- 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.

Status: The Nunavut Housing Corporation increased public housing and staff housing stock through new builds. In 2019-2020, the Nunavut Housing Corporation awarded contracts for the construction of 80 new public housing units.

As a part of Action 1 of the Blueprint a working group for purpose-built housing has been meeting regularly. The working group aims to improve supportive housing and better understand the housing need of Nunavummiut including the housing need of Nunavut's growing Elder population. The working group will oversee the planned Nunavut housing need and demand study in 2020-2021.

- 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.

Status: It is anticipated that Nunavut Housing Corporation will meet with Nunavut Tunngavik Incorporated and regional Inuit organizations to discuss the renewal of the Blueprint for Action on Housing prior to the end of 2019-2020 fiscal year. The Blueprint includes actions on shared lobbying efforts.

In March 2019, Nunavut Housing Corporation joined the Nunavut Regional Tuberculosis Committee. The Nunavut Regional Tuberculosis Committee provides perspectives and recommendations to inform the development and implementation of a tuberculosis elimination action plan for 2020-2023 for Nunavut that aligns with the Inuit Tapiriit Kanatami Inuit Tuberculosis Elimination Framework. In this context housing is understood as an important social determinant of health, this perspective will help both the Nunavut Housing Corporation and the Inuit Organizations to lobby more effectively for Inuit housing needs in Nunavut.

- Strategically implement funding associated with the National Housing Strategy bilateral agreement to meet varied housing needs of Nunavummiut.

Status: Nunavut Housing Corporation has developed an action plan for the first three years of implementation of the National Housing Strategy funding that will emphasize new construction and major renovations in order to relieve the core housing need.

- Continue to actively implement the Inuit Employment plan, including training, mentoring, development, and staffing opportunities for Inuit within Nunavut Housing Corporation.

Status: Through education leave, career advancement, internal transfer assignments, internship program, and workshops, the Nunavut Housing Corporation supports its Inuit employees in career advancement.

- 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.
Status: Nunavut Housing Corporation has engaged external consultants to ensure the corporation meets occupational health and safety requirements.
- Continue to ensure effective operation of the Nunavut Housing Corporation Board of Directors by offering governance training, education opportunities and ensuring all director positions are filled.
Status: With the appointment of three members to the Nunavut Housing Corporation Board of Directors in the fall of 2019, the Nunavut Housing Corporation Board of Directors has a full complement of directors. Several board members and Nunavut Housing Corporation staff attended the annual Canadian Housing and Renewal Association Congress and participated in a one-day housing course that examined the fundamentals of housing policy and governance and reviewed recent policy trends, challenges and ways to address them.
- Explore options of building and optimizing capacity in the Qikiqtaaluk district.
Status: Nunavut Housing Corporation continues to monitor Local Housing Organizations and Nunavut Housing Corporation operations across the Qikiqtaaluk region to assess capacity and evaluate possible options to improve performance. Nunavut Housing Corporation held a management meeting during which different options were discussed. The outcome of this discussion will be taken into account to determine the path forward.
- Enhance technical capacity through engaging third-party architectural services to better manage delivery and provide additional design options and support.
Status: Nunavut Housing Corporation contracted Panaq design to increase technical capacity and take over architectural and engineering service. Nunavut Housing Corporation and Panaq have been testing different mechanical design approaches to enhance future designs.
- 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 Nangminiqagtunik Ikajuuti Act* and Regulations.
Status: Nunavut Housing Corporation has participated in meetings with officials from territorial corporations.

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.
Status: Nunavut Housing Corporation continued to meet with the working group members on a regular basis. It is anticipated that the members will have developed an options paper for a purpose-built housing construction prior to the 2020 season.

- 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.
Status: The Nunavut Housing Corporation has engaged with other departments on the housing need and demand study through the purpose-built housing working group. It was determined that the Nunavut Housing Corporation needs more time to establish partnerships for the roll-out of the survey to be successful. It is anticipated that the housing need & demand study will start in 2020-2021.
- Integrate Inuit Qaujimajatuqangit into housing design, particularly in regards to purpose built housing for vulnerable groups, including elders.
Status: Nunavut Housing Corporation has incorporated Inuit Qaujimajatuqangit in its five-plex design by creating larger cold storage spaces to allow for the storage of country foods and clothing. No specific purpose-built housing units were constructed in 2019-2020.
- Continue collaboration with Community and Government Services to support efficient lot development and the support of private land development and housing construction opportunities.
Status: The former development / planning working group has been re-established to facilitate improved community infrastructure planning processes, including efficient lot development, private land development and housing construction.
- 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: Nunavut Housing Corporation has set aside \$5 million of its capital budget for new construction for redevelopment.
- Continue engagement with Regional Inuit Associations on potential collaborations to provide affordable housing for Inuit on Inuit owned land.
Status: The Nunavut Housing Corporation has met with Qikiqtani Inuit Association on several occasions to discuss affordable housing for Inuit on Inuit Owned Land. However, further engagement will be necessary as a means to identify opportunities for potential collaboration.
- Continue to collaborate with the mining industry on housing solutions.
Status: In June 2019, Nunavut Housing Corporation signed a term of reference for a Government of Nunavut- Agnico Eagle Mines Memorandum of Understanding subcommittee on housing. The subcommittee has agreed to explore ways to assist employees in homeownership and identify opportunities to encourage new housing construction, such as public private partnerships.
- 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: Nunavut Housing Corporation participated in ad hoc technical meetings/committees

with Canada Mortgage and Housing Corporation, and National Research Council to share best practices, common issues and develop an understanding of the specific challenges/design approaches to each of the jurisdictions.

- Asses the applicability and potential benefits of community land trust and co-ops to address housing affordability and increasing housing options in the territory.
Status: The Nunavut Housing Corporation has completed an assessment of collaborative housing models, such as housing co-operatives, co-housing and community land trust and prepared a backgrounder outlining the applicability of these models and the potential benefits to the Government of Nunavut and to Nunavummiut. In order to enable the development of more co-operative housing, it is recommended that the existing Co-operative Associations Act be modernized. Furthermore, Nunavut Housing Corporation has identified a site on Hillside Housing Co-operative's existing lease to create infill housing and have drawn up a potential footprint for a new multi-plex build. It is estimated that up to five new units could be provided on this site.
- Continue to carry out quarterly monitoring and annual review and reporting on implementation of the Blueprint for Action on Housing to the Legislative Assembly.
Status: Nunavut Housing Corporation launched the renewal of the Blueprint in November 2019 to improve the processes, communication and collaboration, including the Accountability Framework. The first Status of Housing Report was developed and is anticipated to be tabled during the winter 2020 session.

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 Nunavut Tunngavik Incorporated and regional Inuit organizations to address Inuit housing needs in Nunavut, including collaboration on joint lobbying efforts aimed at the federal government, and implementation of relevant actions from the Blueprint for Action on Housing.
- Continue to implement the three-year action plan associated with the National Housing Strategy bilateral agreement to meet varied housing needs of Nunavummiut, including the Canada Housing Benefit.
- Continue to actively implement the Inuit Employment plan, including training, mentoring, development, and staffing opportunities for Inuit within Nunavut Housing Corporation.
- Continue to strengthen the capacity of the Nunavut Housing Corporation Board of Directors

by offering governance training, education opportunities and ensuring all Director positions are filled.

- Continue to enhance technical capacity through engaging third-party architectural services to better manage delivery and provide additional design options and support to allow Nunavut Housing Corporation to effectively comply with new building permit requirements.
- Continue to meet with the tenant education program advisory committee and incorporate the committee's recommendations to create Nunavut specific content for tenant education.
- 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

- Develop a joint business case purpose-built housing working group member for the development of transitional housing.
- Initiate a Nunavut Housing Needs and Demand study to support long-term planning, including the need for purpose-built housing.
- Continue collaboration with Community and Government Services to support efficient lot development and the support effective community planning 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 carry out monitoring of the implementation of the Blueprint for Action on Housing following the renewed accountability framework.

Priorities (2021-2022)

- 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, and implementation of relevant actions from the Blueprint for Action on Housing.
- Continue to implement the three-year action plan associated with the National Housing Strategy bilateral agreement to meet varied housing needs of Nunavummiut, including the Canada Housing Benefit.

- Continue to implement the Inuit Employment plan, including training, mentoring, development, and staffing opportunities for Inuit within Nunavut Housing Corporation.
- Continue to strengthen the capacity of the Nunavut Housing Corporation Board of Directors by offering continued governance training, education opportunities and ensuring all Director positions are filled.
- 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.

Priorities (2022-2023)

- 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, and implementation of relevant actions from the Blueprint for Action on Housing.
- Develop a new three-year action plan (2023-2026) associated with the National Housing Strategy bilateral agreement to meet varied housing needs of Nunavummiut, including the Canada Housing Benefit.
- Continue implement the Inuit Employment plan, including training, mentoring, development, and staffing opportunities for Inuit within Nunavut Housing Corporation.

- Continue to strengthen the capacity of the Nunavut Housing Corporation Board of Directors by offering continued governance training, education opportunities and ensuring all Director positions are filled.
- 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 Nunavut Housing Corporation delivers a community-focused Public Housing Program by providing financial resources and professional support to its local delivery agents, the 25 Local Housing Organizations (Local Housing Organizations). Local Housing Organizations are responsible for the property management of 5,582 units in the public housing portfolio (as of March 31, 2019), 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.

Programs Budget (\$ 000)	2019-20	2020-21	2021-22	2022-23
Leased Units – Rent Supplement	7,727	7,736	7,736	7,736
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.				
Administration and Maintenance	50,146	50,880	50,880	50,880
The Administration and Maintenance component includes such items as salaries and benefits, equipment and supplies.				
Utilities	105,813	106,716	107,275	107,849
Covers the cost of utilities for the Public Housing Program. Utility expenses include power, fuel, water and sewage, and garbage collection.				
Taxes and Land Leases	3,008	3,550	3,550	3,550
Covers the cost of taxes and land lease expenses.				
Debt Payment	12,088	11,751	10,919	10,808
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.				
Rental Revenue	(16,940)	(17,040)	(17,040)	(17,040)
Local Housing Organizations assess public housing rents and are responsible for their collection. Revenues collected are discounted 3% as an allowance for bad debt. The remaining 97% is used to offset the cost of administering the Public Housing Program.				
Other Revenue	(28,820)	(27,745)	(26,158)	(25,563)
Canada Mortgage and Housing Corporation contributions for Social Housing and internally generated revenue, which consist of investment income, mortgage interest, staff housing tenant damage charges and sundry income.				
Total, Public Housing	133,022	135,848	137,162	138,220

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.
Status: Bilateral 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.
- 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.

***Status:** As there has been a delay in the signing of the new Local Housing Organization Management agreements, the implementation of comprehensive annual plans has not happened. Nunavut Housing Corporation expects that all Local Housing Organization Management Agreements will be signed before the end of the fiscal year 2019-20. Implementation of the comprehensive annual plans is expected in 2020-21.*

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.

- 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.

***Status:** Nunavut Housing Corporation has developed an action plan for the first three years of implementation of the National Housing Strategy funding. The first three-years of the implementation of the National Housing Strategy funding will place an emphasis on relieving core housing need while putting in place systems and processes to maintain and renew our current housing stock.*

The NHC continues to use a needs based housing allocation methodology. The allocation formula uses waitlist numbers and current housing stock numbers to determine a wait list as a percentage of stock. Communities are ranked by this percentage and allocated new housing construction accordingly, this includes new construction funded under the NHS. The Nunavut Housing Corporation will be conducting a review of its allocation methodology.

- 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.

***Status:** As there has been a delay in the signing of all Local Housing Organization Management agreements, the implementation phase has not been started yet. The Nunavut Housing Corporation expects that all Local Housing Organization Management Agreements will be signed before the end of the fiscal year 2019-20. Evaluation of the implementation of the Local Housing Organization Management Agreements is expected in 2020-21.*

- 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 Nunavut Housing Corporation Collections Policy is followed. As of March 31, 2019, the territory wide collection rate was 84%.*

- Continue mould remediation across the public housing stock and evaluate the success of remediation training at the Local Housing Organization level.

Status: Nunavut Housing Corporation has awarded a 2-year contract to Dillon Consulting Ltd. to develop and execute detailed mould management plans to address mould impacts in Nunavut Housing Corporation housing stock. Nunavut Housing Corporation has started mould remediation on 14 units.

- Review and implement changes in the public housing designs to prevent and reduce potential mould impacts.

Status: Nunavut Housing Corporation has improved its roof design to prevent the occurrence of mould.

- 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.

Status: Nunavut Housing Corporation continues to review its stock and identify units that reached the end of their ‘life-cycle’ through the mould project. Furthermore, Nunavut Housing Corporation introduced the Home Inspection Program, to assist in identifying the units that need to be redeveloped or replaced.

- 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.

Status: Nunavut Housing Corporation hired consultants to provide project management support for the implementation of the four-year accelerated modernization and improvement program. Inspections have been completed in nine communities and 58 units will have window and door replacements, hot water tank replacement and boiler/furnace replacement completed under the program in 2019-2020.

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.

Status: Nunavut Housing Corporation expects to table the annual status of housing report in 2020. Nunavut Housing Corporation plans to initiate a territorial Housing Need & Demand Study in 2020-2021, which will provide statistical analysis on the future demand for public housing and programming.

- Continue to explore and implement the use of technology and innovation to reduce costs associated with the maintenance and operation of housing.

Status: As a part of the mould project, Nunavut Housing Corporation has undertaken a review of its building systems. Nunavut Housing Corporation staff are working with contracted architects to improve the design of Nunavut Housing Corporation builds.

- Provide and update information, resources and incentives that encourage housing tenants to monitor, care for and maintain housing units.

Status: Nunavut Housing Corporation distributed the annual housing calendar, organized a

housing pride photo contest and started a Facebook page to create another avenue through which public housing tenants and the public may be reached. Furthermore, Nunavut Housing Corporation expects to complete its communications strategy, which includes a tenant engagement component.

- 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.
Status: The Nunavut Housing Corporation welcomes the Inuit Nunangat Housing Strategy's aim to complement the existing housing continuum in Nunavut and strengthen the work being done through the Government of Nunavut Blueprint for Action on Housing. The Nunavut Housing Corporation will work closely with Nunavut Tunngavik Incorporated once the details of the implementation of the Inuit Housing Strategy have been determined
- Continue to assess the viability of alternative financing options for additional housing stock.
Status: The Nunavut Housing Corporation researched different collaborative housing models. The Nunavut Housing Corporation also developed a proposal for a Canada Mortgage and Housing Corporation funded solutions lab on community housing in Nunavut, which would explore various alternative financing models including cooperative housing.

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.
- Monitor the implementation of the new management agreements with the Local Housing Organizations.
- Continue to monitor and review the 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 to undertake mould assessments and mould remediation. Where design issues are identified, implement design changes in new housing design to reduce the potential for mould impacts.
- Using the Low Carbon Economy Fund, continue implementation of 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 identify demand.

- Continue to explore and implement the use of technology and innovation to reduce costs associated with the maintenance and operation of housing.
- Develop and roll-out a new tenant education program.
- Develop an updated evidence-based business case for additional federal investment in housing with new housing need and demand study data and lobby for additional federal funding in coordination with Nunavut Housing Corporation's partners, including Nunavut Tunngavik Incorporated and the Regional Inuit Associations.

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 implement funding for public housing associated with the National Housing Strategy.
- Develop a new three-year action plan for the implementation of the National Housing Strategy funding for 2023-2026.
- Address delayed and incomplete Modernization & Improvement work on public housing units, including use of comprehensive annual plans for Local Housing Organizations
- 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 to undertake mould assessments and mould remediation.
- Using the Low Carbon Economy Fund, continue implementing 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 identify demand.
- 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.

Priorities (2022-23)

- 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 funding for public housing associated with the National Housing Strategy.
- 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 to undertake mould assessments and mould remediation.
- Using the Low Carbon Economy Fund, continue implementing 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 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.

Homeownership

Through its homeownership programs and supports, the Nunavut Housing Corporation assists residents who can afford the costs of homeownership to secure and maintain their own housing. As well, homeownership education and counseling services are provided to homeowners. These

services include consultations regarding purchase of existing homes or new home construction, repairs, renovations, bank financing and energy conservation.

There are significant challenges associated with delivering homeownership programs in Nunavut, including the lack of local contractors available to 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 Nunavut Housing Corporation has tried to address this issue by making funding available to cover contractor travel from larger communities. Further development of the local workforce was identified as a priority within the 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:

Programs Budget (\$ 000)	2019-20	2020-21	2021-22	2022-23
Homeownership Programs	4,000	4,000	4,000	4,000
Provides funding for Nunavut Housing Corporation's eight home purchase and home renovation programs. These consist of the Nunavut Down-payment Assistance Program, Home Renovation Program, Emergency Repair Program, Senior Citizens Home Repair Program, Tenant to Owner Program, Interim Financing Program, the Condo program and the Seniors and Persons with Disabilities Home Options program.				
Heating Oil Tank Replacement Program	500	500	500	500
This program provides a grant of up to \$7,500 to replace a homeowner's heating oil tank.				
Seniors and Persons with Disabilities Preventative Maintenance Program	116	116	116	116
This program provides a grant of up to \$3,000 to support seniors and persons with disabilities with preventative maintenance.				
Total, Homeownership	4,616	4,616	4,616	4,616

Objectives:

- To assist and support Nunavummiut to purchase, build, renovate, repair and maintain their homes.
- To work to improve the energy efficiency of private homes in Nunavut.

The Nunavut Down Payment Assistance Program

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 (2019-20)

- Continue to implement related activities for the Blueprint for Action on Housing, including actions that support the development of the local workforce.
Status: The Nunavut Housing Corporation has made a unit available to Nunavut Arctic College as part of a pilot project. Trades students from Kivalliq Campus renovated the three-bedroom unit and gained valuable hands-on experience.

- 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.
Status: The Nunavut Housing Corporation completed the homeownership program review. Potential changes to Homeownership programs will be explored in 2020-2021.
- 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. Furthermore, the Nunavut Housing Corporation has worked with Agnico Eagle Mines to make homeownership information available to the Agnico Eagle Mines employees.
- Continue to implement and ongoing monitoring of the success of the revised GN Staff Condominium Program, including its effects on homeownership markets.
Status: Condo Corp 16 and 17 have been established and approximately 50% of the units have been sold. The Nunavut Housing Corporation will look at options to market the remaining units.
- Continue to work with mining companies to encourage development of homeownership support programs for employees.
Status: The Nunavut Housing Corporation participates in the Government of Nunavut – Agnico Eagle Mines Memorandum of Understanding Oversight Committee and created a subcommittee on housing. The subcommittee has agreed to explore ways to assist employees in homeownership and identify opportunities to encourage new housing construction, such as public private partnerships.
- Finalize production and distribute a plain language “Toolkit for Renters and Homeowners”.
Status: Nunavut Housing Corporation is working in partnership with regional Inuit organizations, the Nunavut Literacy Council, and RentSmart to develop a toolkit. The toolkit is expected to be completed by the end of the 2020-2021.
- Assess the suitability of secondary suites as a means of increasing private rental options and determine next steps.
Status: Secondary suites are governed by legislation outside Nunavut Housing Corporation. Consultation by other stakeholders, including Community and Government Services, Justice and the hamlets, is required.

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 options to expand or create new homeownership programs, based on the homeownership program review from 2019-2020.
- 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”.

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 Assistance Program pilot.
- Continue to work with mining companies to encourage development of homeownership support programs for employees.

Priorities (2022-2023)

- 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 Assistance Program pilot.
- Continue to work with mining companies to encourage development of homeownership support programs for employees.

Staff Housing

Through the Staff Housing Program, the Nunavut Housing Corporation provides rental units to GN staff, as well as a range of housing-related programs and services to eligible staff. 73% of staff housing stock is in the form of leased units, accounting for the majority of the staff housing budget.

Objective

- To provide subsidized rental housing to term and indeterminate GN employees to assist in the recruitment and retention of staff and to facilitate the provision of programs and services to Nunavummiut.

Programs Budget (\$ 000)	2019-20	2020-21	2021-22	2022-23
Operations	10,552	10,767	10,860	10,955

Provides the day-to-day operations for the Staff Housing Program in a decentralized environment, including the cost of utilities for staff housing units.

Leases for Staff Housing Rental Units	49,360	52,772	52,772	52,772
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The staff housing portfolio provides 1,623 rental units (450 owned and 1,173 leased), as of March 31, 2019.

Total, Staff Housing	59,912	63,539	63,632	63,727
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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.
Status: The Nunavut Housing Corporation, together with the Departments of Finance and Human Resources, are collaborating to implement changes to the Staff Housing Policy and procedures. The Department of Human Resources has taken over the administration of the staff housing policy.
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements, and evaluate leasing opportunities.
Status: Nunavut Housing Corporation initiated the construction of 12 units. Planning for a further 14 projected units for 2020-21 has begun and is ongoing.
- Continue to monitor vacant staff housing units and determine community options for redevelopment on a case-by-case basis.
Status: Nunavut Housing Corporation, in collaboration with the department of Human Resources, is monitoring vacancy rates of staff housing units. Demand for staff housing across the territory is high.

Through the Blueprint for Action on Housing

- Implement an updated prioritization system and process for allocating staff housing unit and reallocating vacant units.
Status: The policy is now to be primarily administered by the Department of Human Resources. The Allocation Committee structure has changed to allow more departmental discretion.

Priorities (2020-21)

- Work collaboratively with the Department of Finance and the Nunavut Housing Corporation to ensure implementation of enhancements to the staff housing program and other housing related employee benefits
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements, and evaluate leasing opportunities.
- Continue to collaborate with the Department of Human Resources and monitor vacancy rates of staff housing units and determine community options for redevelopment on a case-by-case basis.

Priorities (2021-22)

- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements, and evaluate leasing opportunities.
- Continue to collaborate with the Department of Human Resources and monitor vacancy rates of staff housing units and determine community options for redevelopment on a case-by-case basis.

Priorities (2022-23)

- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements, and evaluate leasing opportunities.
- Continue to collaborate with the Department of Human Resources and monitor vacancy rates of housing units and determine community options for redevelopment on a case-by-case basis.

APPENDIX I. Financial Summary

Branch	2019-2020		2020-2021		2021-2022		2022-2023	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Headquarters								
Salary	6,938	55.0	6,938	55.0	6,938	55.0	6,938	55.0
Grants & Contributions	-		-		-		-	
Other O&M	1,616		1,616		1,616		1,616	
Subtotal	8,554		8,554		8,554		8,554	
Debt Repayment								
Salary	-	-	-	-	-	-	-	-
Grants & Contributions	-		-		-		-	
Other O&M	12,088		11,751		10,919		10,808.0	
Subtotal	12,088		11,751		10,919		10,808.0	
District Offices								
Salary	7,542	51.0	7,542	51.0	7,542	51.0	7,542	51.0
Grants & Contributions	-		-		-		-	
Other O&M	2,235		2,235		2,235		2,235	
Subtotal	9,777		9,777		9,777		9,777	
Affordable Housing (Public Housing)								
Salary	-	-	-	-	-	-	-	-
Grants & Contributions	149,754		151,842		152,401		152,975	
Other O&M	-		-		-		-	
Subtotal	149,754		151,842		152,401		152,975	
Affordable Housing (Staff Housing)								
Salary	2,284	17.0	2,327	17.0	2,327	17.0	2,327	17.0
Grants & Contributions	-	-	-		-		-	
Other O&M	57,628	-	61,212		61,305		61,400	
Subtotal	59,912	-	63,539		63,632		63,727	
Total	240,085	123.0	245,463	123.0	245,283	123.0	245,841	123.0
Less: CMHC Contribution and Other Revenue	(28,820)	(7.0)	(27,745)	(7.0)	(26,158)	(7.0)	(25,563)	(7.0)
Total Funded	211,265	116.0	217,718	116.0	219,125	116.0	220,278	116.0

APPENDIX II. Inuit Employment Targets

INUIT EMPLOYMENT PLAN

The Nunavut Housing Corporation is fully committed to reaching Article 23 of the Nunavut Agreement goal for Inuit employment and plans to increase Inuit employment in the fiscal year 2019-2021 and future years.

Departmental Inuit Employment Targets				
Nunavut Housing Corporation	As at Sep. 30 2019		For March 31, 2021	
		Capacity %		Capacity %
Total Department Positions	123		123	
Total Filled Positions	87	71%	98	80%
Total Vacancies	36	29%	25	20%
Total Beneficiaries	33	38%	41	42%
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Beneficiaries in Executive Positions	1	50%	1	50%
Total Senior-Management Positions	9		9	
Total Filled Senior-Management Positions	7	78%	8	89%
Total Vacant Senior-Management Positions	2	22%	1	11%
Total Beneficiaries in Senior-Management Positions	1	14%	1	13%
Total Middle-Management Positions	25		25	
Total Filled Middle-Management Positions	20	80%	22	88%
Total Vacant Middle-Management Positions	5	20%	3	12%
Total Beneficiaries in Middle-Management Positions	4	20%	6	27%
Total Professional Positions	20		20	
Total Filled Professional Positions	10	50%	13	65%
Total Vacant Professional Positions	10	50%	7	35%
Total Beneficiaries in Professional Positions	0	0%	2	15%
Total Paraprofessional Positions	47		47	
Total Filled Paraprofessional Positions	35	74%	37	79%
Total Vacant Paraprofessional Positions	12	26%	10	21%
Total Beneficiaries in Paraprofessional Positions	16	46%	18	49%
Total Administrative Positions	20		20	
Total Filled Administrative Positions	13	65%	16	80%
Total Vacant Administrative Positions	7	35%	4	20%
Total Beneficiaries in Administrative Positions	11	85%	13	81%

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 September 2019, the NHC had 20 positions that were in the process of competition, ranging from Job Descriptions being updated for submission, or were already submitted for competition and either at Job Evaluation or Staffing (Iqaluit or regional) at various stages of the competition process. This included 8 in Iqaluit, 4 in Arviat, 2 in Cambridge Bay and 4 in Cape Dorset and 2 for Rankin Inlet. NHC continues to follow-up on positions and submit for competition as any positions become vacant. We also temporary fill some positions with Inuit employees via acting assignments and ITA's allowing others to backfill or for casual employees to gain experience in positions.

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

Throughout 2019/20 and into 2020/21, the NHC continues to work 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, 2019, the total number of approved positions at NHC was 123, including the 9 CMHC funded positions.

The NHC has filled 87 of the 123 positions, with a vacancy rate of 29%. The total number of Inuit hired by the NHC is 33 for an IEP rate of 38%.

For the year 2019-20, the NHC is targeting to fill 76% of approved positions (93 of the 123 positions). Of those positions, 40% (37 positions) will be filled by Inuit.

Local Housing Organizations (LHO)

LHO employee statistics do not appear in the NHC's Inuit employment plan. However, LHOs account for a significant portion of NHC's operating budget and are consolidated in the Corporation's financial reporting. As such, LHO are a substantial element of the NHC's operations and contribute significantly to the NHC's ability to meet its mandate.

As of August 2019, there were 377 LHO positions funded by the NHC of which 340 positions were filled. Of these positions, 288 were filled by Inuit. This equates to an LHO Inuit employment rate of 85%.

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 September 2019 of the NHC's operations, when combined with LHO staffing levels, there are 500 positions total, of which 427 were filled, and 321 are Inuit, for a consolidated NHC-LHO IEP rate of 75%.

Priorities – Priorities in 2019-20 and beyond reflect the goals and actions set out in the NHC’s Inuit Employment Plan

Priorities (2019-2020)

- 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:
 - Nunavut Arctic College and the Nunavut Housing Corporation are working jointly to provide education opportunities for apprentices in the construction trades
 - Continue to support 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 Department of HR.
Status: Through education leave, career advancement, and workshops, the NHC supports its employees in career advancement.
- Complete the on-going Staff Housing program review with a view to updating those programs to better support the GN's Inuit employment objectives.
Status: Nunavut Housing Corporation collaborated with the Department of Finance to develop updates to the staff housing, including with respect to the allocations process.

Priorities (2020-2021)

- Find a balance between expected job experience equivalency 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.

Priorities (2021-2022)

- 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 (2022-2023)

- Revisit and revise Inuit employment programming based on successes and challenges experienced to date.
- Continue to create a career path for NHC staff in the administrative and paraprofessional pools to take on more senior roles.
- Continue to Implement the Blueprint for Action on Housing and its Actions related to workforce development; increase Inuit labour force from which to hire Inuit employees within the Nunavut Housing Corporation.
- Promote image of the Nunavut Housing Corporation through events like Job Fairs.
- 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
ARCTIC
COLLEGE

Nunavut Arctic College

Business Plan 2020-2023

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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 programming, and office administration. Additionally, the College also promotes the expansion and retention of knowledge through its applied research work at the Nunavut Research Institute and promotes local publishing and resource development through NAC Media.

The College has formalized a 10-year partnership with Memorial University of Newfoundland, through a Memorandum of Understanding. This partnership will support the College’s development in areas such as program delivery, student support services, faculty and staff development and Research Collaboration. Starting in the 2021-2022 Business year, The College will dedicate a specific section of its Business Plan to track deliverable and successes stemming from this partnership.

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*

The Nunavut Arctic College remains committed to working with the Government of Nunavut to achieve the objectives and priorities outlined in *Turaaqtavut: Our Goals*. Specifically, the Nunavut Arctic College is working hard with government partners to achieve solutions in support of SIVUMUAQPALLIAJJUTIVUT.

The College continues to strive to expand its range of options for adult learning, education and training. The College is committed to leading the support in the following priorities which impact its 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 Inuit 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.

INUIT EMPLOYMENT PLAN

Nunavut Arctic College shares the objective of Article 23 of the *Nunavut Agreement* "to increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level". Nunavut Arctic College contributes in two ways. First, it strives to increase the employment of Inuit in the College. Second, it strives to increase the number of Inuit graduates from its programs thereby enabling more Inuit to be eligible for employment in Nunavut.

Departmental Inuit Employment Targets				
Nunavut Arctic College	As at Sep. 30 2019		For March 31, 2021	
		Capacity %		Capacity %
Total Department Positions	250.77		251.8	
Total Filled Positions	163	65%	170	68%
Total Vacancies	87.77	35%	81.8	32%
Total Beneficiaries	92	56%	108	64%
Total Executive Positions	2		2	
Total Filled Executive Positions	1	50%	2	100%
Total Vacant Executive Positions	1	50%	0	0%
Total Beneficiaries in Executive Positions	1	100%	2	100%
Total Senior-Management Positions	8		8	
Total Filled Senior-Management Positions	7	88%	8	100%
Total Vacant Senior-Management Positions	1	13%	0	0%
Total Beneficiaries in Senior-Management Positions	2	29%	4	50%
Total Middle-Management Positions	26		26	
Total Filled Middle-Management Positions	20	77%	21	81%
Total Vacant Middle-Management Positions	6	23%	5	19%
Total Beneficiaries in Middle-Management Positions	10	50%	13	62%
Total Professional Positions	131.6		131.6	
Total Filled Professional Positions	83	63%	84	64%
Total Vacant Professional Positions	48.6	37%	47.6	36%
Total Beneficiaries in Professional Positions	36	43%	42	50%
Total Paraprofessional Positions	27.5		27.5	
Total Filled Paraprofessional Positions	17	62%	19	69%
Total Vacant Paraprofessional Positions	10.5	38%	8.5	31%
Total Beneficiaries in Paraprofessional Positions	12	71%	14	74%
Total Administrative Positions	55.67		56.7	
Total Filled Administrative Positions	35	63%	36	63%
Total Vacant Administrative Positions	20.67	37%	20.7	37%
Total Beneficiaries in Administrative Positions	31	89%	33	92%

Capacity

The Nunavut Arctic College continues its commitment to Inuit Employment. While the College remains committed to improving its Inuit Employment numbers across all employment categories,

specific focus continues to focus on the professional (instructor) and management category, with emphasis being placed on creating opportunities for mentorship in these key areas.

Increasing our professional category has been identified as an important area for growth as this position is what interacts directly with our students across the territory. Having instructors who can relate to the various contexts and dynamics of our student body is an important way to foster a dynamic classroom environment. This is especially true for courses related to Inuit culture, skill, knowledge and language.

In this business plan, the College has identified many areas for program growth and development. In keeping with the College's Taxonomy, a special emphasis on the elements of Inuktitut, Culture, Entrepreneurship - Science, Technology, Engineering and Mathematics, will guide the development of these future programs. Having Inuit employees be part of this growth and development will positively aid in meeting the goals outlined in the Taxonomy.

In support of this goal, the College will seek to develop opportunities to support Mentorship programs to allow identified persons to begin learning about next level positions. This process will ensure that the College continues to support employees that have made a commitment to working within the organization, while also creating opportunities for new members to enter the organization. This, along with the opportunities provided through leadership training within the Government of Nunavut will provide opportunities to positively support capacity development.

Inuit Employment

In the coming fiscal year, the Nunavut Arctic College will strive to make a net increase of 16 Inuit employees. This is a significant target that will be met by gains across the employment categories, specifically across Senior Management, Middle Management and Professional positions. This work will occur in combination with the College's goal of increasing its capacity and decreasing the College's overall vacancy rate.

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.
Status: This work is ongoing. The College remains committed to developing and/or supporting Master and PhD level programming for its staff and faculty. The College intends to explore ways its partnership with Memorial University of Newfoundland can foster such programming. Also, the College continues to develop in house mechanisms that support staff and faculty in their own capacity building. The College held a Professional Development week at the end of August, as well, throughout the year, the College offers a program "Dedicated Time" which allows students, staff and faculty to learn from guest speakers from a variety of fields and expertise.
- 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.

Status: The College currently has two employees participating in the Hivuliqtikhanut Leadership Development Program

- The College will draft a strategy to actively recruit College alumni into management and professional positions.

Status: The College continues to build up its Communication, Marketing and Recruitment division. The College has plans to hire a position focused on alumni relations. This position will not only focus on supporting the College's recruitment strategy for students but will also provide an opportunity to encourage employment with the College.

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.

Priorities (2022-2023)

- The College will begin to implement strategies for professional development through its partnership with Memorial University of Newfoundland.
- The College will explore opportunities to support professional training through research partnerships with northern and/or national universities.

CORE BUSINESS

The core business of Nunavut Arctic College is teaching and development for employment through the delivery of education and training programs to adult Nunavummiut. Our goal is building self-reliant communities and families through strengthening knowledge and skills for successful employment.

Nunavut Arctic College's programs and services are accessible from 25 Community Learning Centers across Nunavut. Other facilities include Academic Affairs Office in Arviat, the Nunavut Research Institute in Iqaluit, the Igloolik Oral History Research Centre, Piqqusilirivvik Centre in Clyde River, and the regional campuses in Cambridge Bay, Iqaluit, and Rankin Inlet.

Nunavut Arctic College is continually seeking opportunities to advance opportunities for Nunavummiut in Post-Secondary education. The programs and services of Nunavut Arctic College are significantly decentralized. For the purposes of this Business Plan, they are grouped together

into nine business lines. The table below includes both Main Estimates core funding and Third Party funding for a total College budget in 2020-2021 of \$57,597.

	Budget (\$000)			
	2019-20	2020-21	2021-22	2022-23
Inuit Language & Culture	7,709	7,709	7,709	7,709
Communities & Academic Excellence	14,176	14,150	14,150	14,150
Business Careers & Workforce Development	1,398	1,848	1,848	1,848
Education Careers	7,019	7,019	7,019	7,019
Health & Wellness Careers	3,997	3,997	3,997	3,997
Trades & Technology Careers	5,391	5,391	5,391	5,391
Nunavut Research Institute	1,895	1,045	1,045	1,045
Learner Services	6,244	6,244	6,244	6,244
Administration Services	8,202	8,297	8,297	8,297
Law Program	1,908	1,897	167	-
Total	57,939	57,597	55,867	55,700

Administration Services

Administration Services is comprised of three offices: President’s Office, Academic Affairs Office, and Business Services Office.

Objectives

- To provide strategic leadership and administrative management for the College.
- To ensure that statutory requirements of the Government of Nunavut and the Office of the Auditor General of Canada are met.
- To lead the achievement of academic excellence.
- To lead the strengthening of College systems and operations.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
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President’s Office		870	870	870	870
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The President’s Office supports the Board of Governors and is responsible for the overall direction and management of the College. It includes the Vice President position. The Vice President has oversight responsibility of Academic and Learner Services and leads the development and management of partnership opportunities within and outside the Government of Nunavut.

Policy and Strategic Planning		1,024	1,119	1,119	1,119
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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. The division of Policy and Strategic Planning is responsible for marketing and recruitment activities starting.

Business Services Office	5,260	5,260	5,260	5,260
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The Business Services Office is responsible for the delivery of finance and human resources, information technology and capital planning services. The office has staff in Clyde River, Cambridge Bay, Iqaluit, and Rankin Inlet. The Senior Business Officer manages the Business Services Office.

Nunatta Administration	321	321	321	321
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The Nunatta Administration oversees all operations within the Nunatta Campus and facilities in the Qikiqtaaluk region.

Kivalliq Administration	361	361	361	361
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The Kivalliq Administration oversees all operations within the Kivalliq Campus and facilities in the Kivalliq region.

Kitikmeot Administration	367	367	367	367
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The Kitikmeot Administration oversees all operations within the Kitikmeot Campus and facilities in the Kitikmeot region.

Sub-Total, Base Programs	8,202	8,297	8,297	8,297
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Total, Administration Services	8,203	8,297	8,297	8,298
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Priorities (2019-2020)

- Finalize the 10 Year Strategy and begin implementation of its identified priorities.
Status: The Nunavut Arctic College Board of Governors initiated its Community Consultations tour to discuss their proposed strategic outcomes with Nunavummiut, supported by an online survey and stakeholder outreach. The Board anticipates a finalized strategic plan in Fall 2020.
- Explore feasibility and funding options for a Continuing Studies Division of the College.
Status: The College continues to examine ways to efficiently support, develop and deliver Continuing Studies training, courses, and programs for students, staff, faculty and Nunavummiut. The College will explore options with its institutional partner, the Memorial University of Newfoundland.
- 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.
Status: The College remains committed to working within the capital and financial planning process, and with the Departments of Finance and Community and Government Services, to identify opportunities to expand accommodation options for learners.
- Hold comprehensive information sessions on the institution taxonomy with stakeholder departments for the purpose of developing new programs to address labour market priorities.
Status: The College taxonomy framework and expectations for curriculum. This framework is used to guide information sessions with department stakeholders when discussing present and

future labour market needs such as the work on developing specialized education support programs.

- Explore options to ensure Phase 2 of the Rankin Trade School meets regional and territorial needs.

***Status:** Nunavut Arctic College is working with members of the Nunavut Mine Training Working Group to develop a Nunavut wide Mine Training Strategy that will include a new Nunavut Arctic College run facility dedicated to mine training in Rankin Inlet.*

- 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.

***Status:** The Nunavut Arctic College remains committed to following Government of Nunavut wide standards and practices related to procurement and the various phases of project management. NAC is also committed to 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 review of College business processes.

Priorities (2022-2023)

- Begin work to develop review processes for the College's 10-year strategic plan and the Memorandum of Understanding with Memorial University.
- Prepare for revisions to the 5-year Academic Planning Cycle.

Inuit Language and Culture

The Inuit Language and Culture division has both specific program delivery responsibilities and general program quality responsibilities. Its general responsibility is to support and ensure appropriate Inuktitut and culture content in all College programs. Its activities are supported with advice from the Language and Culture Committee.

Objectives

- To lead the building of a culturally responsive college.
- To support the establishment of bilingual learning environments.
- To support the inclusion of appropriate Inuit content in all programs.
- Collect Inuit oral histories.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Language Programs		768	768	768	768
This section includes Inuit language programs such as the Inuit Studies Diploma and Interpreter/Translator Diploma programs.					
Culture Programs		882	882	882	882
This section includes Inuit culture-based programs such as the Jewelry and Metalwork and the Fur Production and Design Diploma programs.					
Oral History Project		293	293	293	293
The Igloolik Oral History Research Centre collects and documents traditional Inuit knowledge by interviewing Elders and digitizing its traditional oral collection and publishing learning resource materials.					
Piqqusilirivvik Centre		3,661	3,661	3,661	3,661
The Centre is dedicated to teaching traditional culture, knowledge, life style, skill sets and values, taught in Inuktitut and based on the Inuit Qaujimajatuqangit guiding principles.					
Sub-Total, Base Programs		5,604	5,604	5,604	5,604
Third Party Contracts		2,105	2,105	2,105	2,105
The College has partnered with University of Victoria for the purposes of Language Revitalization with a focus on Inuinnaqtun. This line also includes Medical Language training and Inuit Language Implementation (Inuit Language Protection Act managed by Culture and Heritage). NAC Media's funding from the Department of Culture and Heritage for the purpose of language and culture resource creation also fits within this line.					
Total, Inuit Language and Culture		7,709	7,709	7,709	7,709

Priorities (2019-2020)

- Working with Government of Nunavut departments and agencies expand the delivery of Inuktitut programming throughout the territory.
Status: Working with Government of Nunavut departments and agencies, the College delivered Inuktitut as a second language courses to 5 decentralized communities.
- Evaluate Elder-in-residence pilot and begin development of similar programs, in all Nunavut Arctic College Campuses.
Status: The Nunatta Campus Elder in Residence pilot program has been running for two fiscal years. The College considers this program a success. The Nunatta Campus Elder visited the Kivalliq Campus to discuss their role and engagement with students, staff and facility. The Kivalliq Campus has begun the work to secure an Elder in Residence for their campus.
- Prepare for relaunch of fur program, including using the program as the first program for review and ensuring elements of Inuktitut, Culture, Entrepreneurship-Science Technology, Engineering, and Mathematics are present.

***Status:** The fur program was delivered at the Nunatta Campus in Iqaluit for the 2019-2020 Academic Year. The first semester of this program focusses on Inuit knowledge and experience on preparing a sealskin, including cleaning, stretching and then sewing. This semester is taught by Inuit Elders. This program is rooted in Inuit knowledge and experience and within the elements listed above.*

Priorities (2020-2021)

- Explore options for an expanded offering of the Fur Production program.
- Find and develop mechanisms for transfer agreements to credit-based programs for Learners completing the Piqqusilirivvik programs.
- Develop Inuktut Programs for online platform.

Priority (2021-2022)

- Conduct a review of the Piqqusilirivvik program and explore expanding cultural programming options offered at the Community Learning Centers.

Priority (2022-2023)

- Offer the Interpreter Translator Program in Rankin Inlet.
- Host an Elder Gathering for the Inuit Studies and Interpreter/Translation Programs.

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 branch, based at Nunatta Campus, offers the College Foundation and Office Administration programs. The Distance Learning branch delivers the Pathway to Adult Secondary School graduation program throughout Nunavut. The Continuing Education section offers evening classes at Nunatta Campus and coordinates third party contracts.

The Communities and Learning department also administer the Nunavut Arctic College Media division, a third party funded initiative, based at the Nunavut Research Institute (NRI) in Iqaluit. The goal of the NAC Media division is to increase awareness of Canada's Arctic/Inuit perspective and to enhance understanding of Inuit culture, history, and language through print, audio, video, oral history, and archival projects/initiatives.

Objectives

- To lead the delivery of programs and services to communities.
- To develop community-based distance learning capacity.
- To increase accessibility of career and academic readiness programs in communities.
- To increase the number of adults with high school diplomas.
- Obtain third party funding for community-based delivery of programs other than Adult Basic Education.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Communities and Learning		1,697	1,697	1,697	1,697
The Communities and Learning Office (Arviat) is responsible for program quality assurance, needs assessment, institutional transfer agreements, academic partnerships, and curriculum development. This office is also responsible for college-wide prior learning recognition strategies, professional development and continuing education.					
Kitikmeot Community Learning Centres		1,134	1,134	1,134	1,134
The College operates Community Learning Centres in Cambridge Bay, Gjoa Haven, Kugaaruk, Kugluktuk, and Taloyoak.					
Kivalliq Community Learning Centres		1,608	1,608	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.					
Qikiqtaaluk Community Learning Centres		3,119	3,119	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.					
Academic Studies		596	596	596	596
Based at Nunatta Campus, the College offers the College Foundation and Office Administration programs.					
Pathway for Adult Secondary School		1,113	1,113	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.					
Sub-Total Base Programs		9,267	9,267	9,267	9,267

Third Party Contracts	4,909	4,883	4,883	4,883
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.				
Total, Community and Distance Learning	14,176	14,150	14,150	14,150

Priorities (2019-2020)

- Begin delivery of successor program to GREAT program in partnership with the Department of Family Services.
Status: This priority has been delayed. The College and the Department of Family Services has worked together on evaluating the Getting Ready for Employment and Training Program. The departments have reviewed a successor program, and it is anticipated to be piloted during the 2020-2021 fiscal year.
- Explore funding options for Fisheries and Marine Training programs.
Status: The College explored alternative funding options, but it was determined that the Nunavut Fisheries and Marine Training Consortium would continue to oversee the funding and delivery of this program.
- Begin researching alternative funding options for Adult Basic Education programs to ensure continued delivery.
Status: The Nunavut Arctic College continues to explore additional funding options. The Adult Basic Education Program continues to be base funded.

Priorities (2020-2021)

- Begin a feasibility study to understand the needs and supports required by Community Learning Centers to begin delivering additional programs.
- Deliver of successor program to GREAT program in partnership with the Department of Family Services
- Develop a College wide strategy to support the continuous review and replacement of Community Learning Centres.

Priorities (2021-2022)

- Develop comprehensive strategy for all adult basic education offerings.
- Explore options for supporting faculty professional development, and College wide program development, through the Center for Teaching and Learning (CTL).

Priorities (2022-2023)

- Research alternative funding options for Adult Basic Education to expand program delivery in Community Learning Centers.
- 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.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Business Programs		848	1,088	1,088	1,088
The principal career programs are the Management Studies certificate diploma and the Office Administration certificate.					
Sub-Total, Base Programs		848	1,088	1,088	1,088
Third Party Contracts		550	760	760	760
The College supports delivery of training for computer systems technicians, municipal, and government employees.					
Total, Business Careers and Workforce Development		1,398	1,848	1,848	1,848

Priorities (2019-2020)

- Conduct a reorganization of Management Studies Program staff to deliver the program effectively.
Status: A comprehensive review of the Management Studies program has been delayed. This priority has been deferred to 2020/2021.
- Continue work on the distance delivery options of the Entrepreneurship Training Program.
Status: Work on the distance delivery options of the Entrepreneurship Training Program has been delayed. This priority has been deferred to 2020/2021 and will be in done in conjunction with the Management Studies Program revision. For this program, the College will seek partners with experience in working in rural areas.
- Prepare for online course delivery of Management Studies Program.

Status: Work on the distance delivery options of the Management Studies Program has been delayed. This priority has been deferred to 2020/2021.

Priorities (2020-2021)

- Prepare for online course delivery of Management Studies Program.
- Conduct a review of Management Studies Program.
- Review and recommend distance delivery options of a Entrepreneurship Training Program.
- Continue re-evaluating the courses under this division and explore efficient ways to Pilot courses in multiple formats.

Priorities (2021-2022)

- Assess the Computer Specialist Training curriculum from Algonquin College in Ottawa, Ontario.
- Review options to ladder or embed an accounting designation as an expansion option to the Management Studies Program

Priorities (2022-2023)

- Initiate process to develop and delivery new Business programing to additional sites, including regional campuses and at Community Learning Centres.

Education Careers

The principal career program of this division is the Nunavut Teacher Education Program. It prepares bilingual elementary and middle school teachers for employment in Nunavut schools. These offerings receive oversight from the Teacher Education Partnership Committee with the Department of Education, which coordinates the training and employment of graduates. The division also takes a leadership role in promoting and expanding delivery of the Early Childhood Education Program, which prepares graduates to work with children from infancy to the age of six in both formal and informal settings.

Objectives

- To train qualified bilingual candidates for employment in Nunavut schools.
- To train qualified bilingual candidates for employment in Nunavut daycares.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Teacher Education		2,866	2,866	2,866	2,866

The Nunavut Teacher Education Program trains bilingual elementary and middle school teachers in partnership with Memorial University. 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.

Early Childhood Education 1,892 **1,892** 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.

Sub-Total, Base Programs **4,758** **4,758** **4,758** **4,758**

Third Party Contracts 2,261 **2,261** 2,261 2,261
 The funding supports the delivery of the Nunavut Teacher Education Program in Arviat, Baker Lake, Cambridge Bay, Coral Harbour, Gjoa Haven, Iqaluit, Kugaaruk, Pangnirtung and Rankin Inlet.

Total, Education Careers **7,019** **7,019** **7,019** **7,019**

Priorities (2019-2020)

- Increase the number of specialized education support programs delivered by the Nunavut Arctic College in partnership with the Department of Education.
Status: The Nunavut Arctic College is working with the Department of Education on the development of a revised Student Support Assistant program. Future delivery of this program will be offered to new and existing Student Support Assistants currently working with the Department of Education.

- Introduce the first recommendations to the Nunavut Teacher Education Program from the NTEP review.
Status: The Nunavut Arctic College has reviewed the report and the recommendations. The Nunavut Teacher Education Program Advisory Group has been formed to work collaboratively to explore the issues raise and to identify collaboratively based solutions for moving forward. Membership in this group includes, but is not limited to, the College, various Government of Nunavut departments including Education and Culture and Heritage, Nunavut Tunngavik Incorporated and Memorial University. In response to this review, the Nunavut Teach Education Program now has a one-year Language and Culture Certificate embedded into the Bachelor of Education degree program.

- Assess the effectiveness of the community offerings of the Nunavut Teacher Education program.
Status: The Nunavut Teacher Education Program Review addressed the effectiveness of the community offerings of this program. Recommendations are currently being reviewed by the program’s Advisory Group.

- Continue the development and delivery of specialized education support programs in partnership with the Department of Education.

Status: The College is working to develop the Student Support Assistant program as well as the development of the Language Specialist program. The design of the Language Specialist Diploma program is currently being developed. In support of this Diploma program, an Inuktitut Language and Culture Certificate is being offered in the first year of the Nunavut Teacher Education Program in order to provide a strong foundation for students to ladder into the Language Specialist Diploma year.

- Expand community offerings of the Nunavut Teacher Education Program.
Status: Starting in the 2019/2020 Academic year, the Nunavut Teacher Education Program, is being offered in 9 communities across Nunavut: Arviat, Baker Lake, Cambridge Bay, Coral Harbour, Gjoa Haven, Iqaluit, Kugaaruk, Pangnirtung and Rankin Inlet. The College continues to monitor the roll out of this program across the territory and will evaluate its delivery at the end of each academic year. The College remains committed to the standards it sets for this 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 Master of Education program in conjunction with Partner University.

Priorities (2022-2023)

- Explore options for an online/blended course for the division, including Early Childhood Education programs and Nunavut Teacher Education Program.
- Explore feasibility to implement the Student Support Assistant program.

Health and Wellness Careers

The principal programs of this division are the Social Service Worker Diploma Program, the Pre-Health Certificate and the Bachelor of Science Nursing (Arctic Nursing) Degree Program. Health and Family Services Partnership Committees with the Department of Health and Family Services, provide support, oversight and collaboration for these programs, and who coordinates the training and employment of graduates.

Objectives

- To train qualified candidates for employment in improving the health and wellness of Nunavummiut.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Nursing Degree Program		2,000	2,000	2,000	2,000
Nunatta Campus offers four years of a B.Sc. in Nursing in partnership with Dalhousie University.					
Social Service Worker Program		1,397	1,397	1,397	1,397
The Kitikmeot Campus offers the Social Service Worker Program.					
Sub-Total, Base Programs		3,397	3,397	3,397	3,397
Third Party Contracts		600	600	600	600
Course offerings are determined by the training needs of the Department of Health and the Department of Family Services. Nunatta Campus also offers various part-time and full-time health care programs, as identified and funded by the Department of Health, such as Home & Continuing Care Workers.					
Total, Health and Wellness Careers		3,997	3,997	3,997	3,997

Priorities (2019-2020)

- Enhance the Simulator Lab for the Nursing Program to supplement clinical placements hours using Dalhousie's model of instruction.
Status: Dalhousie University has provided the College simulation training to staff and faculty enhance simulation instruction. In addition, a faculty member has been hired to coordinate and provide simulation training in the College Nursing Lab.
- Deliver Social Service Worker diploma program in Iqaluit.
Status: The Social Service Worker Program is currently offering Year 2 in Iqaluit, and Year 1 in Cambridge Bay.
- Secure University partner for Bachelor of Social Work. This is anticipated to be through the College-University Partnership file.
Status: A working group has been established to initiate planning for a Bachelor of Social Work program with Memorial University or Newfoundland.

Priorities (2020-21)

- Draft strategy for blended delivery model of Pre-Nursing program in the communities.
- Prepare for the development and implementation of the Licensed Practical Nurse and Personal Support Worker (PSW) programs.
- Prepare a delivery site in the Kivalliq region for the Social Worker Program.

Priorities (2021-2022)

- Explore options for a Social Work Bachelor Program delivery.
- Explore options for the delivery of a Practical Nurse Program and Personal Support Worker Program.

Priorities (2022-2023)

- Prepare for the delivery of a Practical Nurse Program and Personal Support Worker Program
- Streamline process for departmental requests for professional level education for careers in the Health/Wellness Field with territorial, and other, Health stakeholders.
- Explore options for delivering a Graduate level Nursing Program.

Trades and Technology Careers

The primary career programs of this division are in the construction trades area, which includes training for carpenters, housing maintainers, electricians, plumbers, and oil burner mechanics. This division works closely with the Nunavut Apprenticeship, Trade and Occupations Certification Board and the Department of Economic Development and Transportation’s Nunavut Mining Round Table. Apprenticeship training is overseen by the Adult Learning Partnership Committee with the Department of Family Services.

Objectives

- To train qualified candidates for employment in Nunavut’s construction and mining industries.
- The College will put our communities first by offering local skills and trades training that will reduce our dependence on imported labour and support employment for people with disabilities.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Trades Programs		4,332	4,332	4,332	4,332
Trades and technology career offerings are as follows:					
Environment Technology		909	909	909	909
The Institute delivers the Environmental Technology Diploma in Iqaluit, Cambridge Bay, and Pond Inlet.					
Sub-Total, Base Programs		5,241	5,241	5,241	5,241
Third Party Contracts		150	150	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.					

Total, Trades and Technology Careers	5,391	5,391	5,391	5,391
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Priorities (2019-2020)

- Offer the Pre-Apprenticeship Cook program in Rankin Inlet and seek recertification for the program.
Status: This program will be delivered in the new Kitikmeot Campus, once completed. The campus will include a training kitchen with all equipment and space necessary to deliver an accredited culinary cook program. Accreditation can only occur once the Kitikmeot Campus is completed. The completion date for the Campus is expected within the current fiscal year. The College did not gain accreditation for the culinary programs at the Kivalliq Campus as this campus does not include a kitchen required for such programing.
- Complete Program Review standards and associated curriculum for the Housing Maintainer program.
Status: The College continues to participate in the inter-provincial review process. The completion of this review has been deferred to 2020/2021.
- Enter a Nunavut Arctic College team into the National Skills competition.
Status: Nunavut Arctic College apprentices from Sanatuliqsarvik competed in the Nunavut Skills Competition. Staff and faculty from the Trades division attended the National competition in Halifax, NS in May 2019.
- Deliver the first modular program as a pilot project in a non-campus community.
Status: Completed. With the use of driving simulators and contributions from partners, the College has been able to deliver modular driving and Heavy Equipment Operating programs in the Kivalliq, with support from the Kivalliq Inuit Association.

Priorities (2020-2021)

- Work with Formal Sector Advisory groups to conduct labor market research to facilitate a feasibility study to focus development of other trades and technology programs relevant to the territory.
- Complete Program Review standards and associated curriculum for the Housing Maintainer program.

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.

Priorities (2022-2023)

- Work with Formal Sector Advisory groups from the mining sector in Nunavut to ensure that programs delivered by the College are leading to gainful employment in that sector.
- Establish a formal schedule of trades and industrial training programs deliveries throughout community learning centers outside of the 3 main campuses.

Nunavut Research Institute

Nunavut Research Institute (NRI) is the lead agency for science, research, and technology development in Nunavut and functions as NAC’s science and technology development hub. NRI is mandated to license and coordinate broad-scale science projects in Nunavut and plays a key role in the development of northern research. It is managed by the Senior Research Officer, who is also the Science Advisor for Nunavut.

Objectives

- To provide leadership in developing, facilitating and promoting traditional knowledge, science, and technology as a resource for Nunavummiut.
- To license all qualified research projects in Nunavut not regulated under the *Wildlife Act* or by archeological site regulations.
- To put Nunavut research into the hands of Nunavummiut.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Nunavut Innovation and Research Institute		945	945	945	945
Sub-Total, Base Programs		945	945	945	945
Third Party Contracts		950	100	100	100
Funding supports activities for science education.					
Total, Nunavut Research Institute		1,895	1,045	1,045	1,045

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.
Status: The Nunavut Research Institute is an active partner with Yukon and Aurora Colleges in the Northern Energy Consortium which is undertaking energy innovation and research including “Grid Impact Studies” to expand renewable energy generation potential in Nunavut communities.
- 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.
Status: The Nunavut Research Institute is exploring options under ArcticNet’s North by North Program to expand the College’s capacity in applied research.
- Make recommendations for revisions to the *Nunavut Scientist Act*.

Status: The Nunavut Research Institute is finalizing a discussion paper on Nunavut’s Scientists Act. The paper reviews current challenges in the Act and provides options and recommendations (including amending the Act) to align licensing with the Nunavut Agreement and with current policy initiatives such as the National Inuit Strategy on Research.

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)

- Research a solution to replace the existing, aging, database for the Research Licenses.
- Collaborate with Memorial University of Newfoundland to identify and establish joint institutional research capacity building initiatives under the new MOU between NAC and MUN.

Priorities (2022-2023)

- Expand the Trichinella detection program to include new wildlife health and zoonotic research activities to be developed in partnership with Nunavut Tunngavik Incorporated.
- Implement the North by North Research Program in Nunavut.
- Develop options for a new and more efficient digital research portal.

Learner Services

Learner Services includes the Elder-in residence program, counseling services, Learner accommodations, food services, transportation, recreation, daycare, library services, and security at the regional campuses. Learner Services is spread over the three regional campuses and is managed by the respective Deans, with program directives coordinated by the Director, Learner Services.

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.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Kitikmeot Campus		544	544	544	544

Kitikmeot Campus has 20 Learner family housing units and accommodations for 20 single Learners. It also has a daycare.

Kivalliq Campus 1,219 **1,219** 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.

Nunatta Campus 4,481 **4,481** 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.

Total, Learner Services	6,244	6,244	6,244	6,244
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Priorities (2019-2020)

- Work to enhance Learner Services at the regional campus with the most needs as demonstrated by the learner supports needs assessment.

Status: The College has begun exploring options of a Family Education Model. This Model seeks to support the student as a whole person and within the context of their family.

- Develop a Strategy on Learner Services in order to standardize learner services throughout the campuses and Community Learning Centers.

Status: The focus of this priority has shifted towards the development of a Family Education Model. This priority will be supported in 2020/2021.

- Explore funding options to expand learner accommodations in the community demonstrated as most in need by the learner accommodations assessment.

Status: The College's student accommodations continues to be base funded. The College continues to explore options for alternative funding.

Priorities (2020-21)

- Engage regional Campuses, and Community Learning Centers, in discussions on the Family Education Model.

- Develop a Family Education Model for Nunavut Arctic College.

Priorities (2021-22)

- Develop the processes to create a testing center to facilitate invigilation's, assesses student abilities and necessary supports, and support online learning.

- Implement a Family Education Model.

Priorities (2022-2023)

- Continue to implement a Family Education Model that reflects Cultural Values, family Supports and Focus on Wellness.

Law Program

The Law Program is a four-year program that will provide Learners with a Juris Doctor degree. The degree will allow graduates to practice law anywhere in Canada once admitted to the jurisdictions Bar Association.

Objectives

- To provide Nunavummiut with access to training in Nunavut that will lead to a Juris Doctorate.
- Focus on leading Learners to understand, examine, apply, and critique legal doctrine, systems, and processes.
- To provide opportunities for Nunavummiut to explore both traditional and southern perspectives on law.

Programs	Budget (\$000)	2019-20	2020-21	2021-22	2022-23
Law Program		1,908	1,897	167	-
The Law Program offers a Juris Doctorate in Law through a partnership with the University of Saskatchewan.					
Sub-Total, Base Programs		1,908	1,908	167	-
Total, Law Program		1,908	1,908	167	-

Priorities (2019-2020)

- Review Year 2 and initiate Year 3 of the Law Program.
Status: Year two of the Law program is complete and year three is well underway. Students are taking a diverse curriculum taught by faculty from southern law schools as well local resident lawyers.
- Conduct a Feasibility study for a Third Delivery of a Law Program.
Status: Upon the completion of year three, the University of Saskatchewan College of Law will work with the Arctic College to conduct this study.

Priorities (2020-2021)

- Review Year 3 and initiate Year 4 of the Law Program.

Priorities (2021-2022)

- 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.

Priorities (2022-2023)

- Currently there are no plans for the delivery of a second cohort for the Law Program.

College Program Budgets

Budget (\$000)	2019-20	2020-21	2021-22	2022-23
College Sub-total, Base Programs	46,414	46,738	45,008	44,841
College Sub-total, Third Party	11,525	10,859	10,859	10,859
College Total, Programs	57,939	57,597	55,867	55,700

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 Foundation	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		•	
Student 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-Health	Certificate	•		
Social Service Worker Program	Diploma	•		•

Trades and Technology – Dean of Trades and Technology Responsibility

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Building Trades Helper Diploma- Carpenter	Certificate		•	•
Apprenticeship Carpenter – Level I				
Apprenticeship Carpenter – Level II				
Apprenticeship Carpenter – Level III				
Apprenticeship Carpenter – Level IV				
Building Trades Helper Diploma – Housing Maintainer	Certificate			
Apprenticeship Housing Maintainer – Level I				
Apprenticeship Housing Maintainer – Level II				
Apprenticeship Housing Maintainer – Level III				
Building Trades Helper Diploma – Electrician	Certificate		•	
Apprenticeship Electrician – Level I				
Apprenticeship Electrician – Level II				
Building Trades Helper Diploma - Plumber	Certificate		•	
Apprenticeship Plumber – Level I			•	
Apprenticeship Plumber – Level II			•	
Building Trades Helper Diploma– Oil Heat Service Technician	Certificate		•	
Building Trades Helper Diploma – Oil Heat Service Technician – Level I			•	
Building Trades Helper Diploma – Oil Heat Service Technician – Level II				
Building Trades Helper Diploma – Oil Heat Service Technician – Level III			•	
Building Trades Helper Diploma Camp Cook	ROA			
Driver Training – Class 1, 2, & 3	ROA	•	•	•
Airbrakes	ROA		•	
Heavy Equipment Operator Training	ROA	•	•	•
Intro to Underground Mine Training	ROA		•	
	Note: All Apprenticeship Programs are Interprovincial Standards (Red Seal) except Housing Maintainer. Housing Maintainer is a Provincial Standard Program currently recognized in NWT and NU.			

Environmental Technology Program – Dean of Trades and Technology Responsibility

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Environmental Technology Program	Diploma	•		

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	2019-2020 Main Estimates		2020-2021 Main Estimates		2021-2022 Planned		2022-2023 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
HEADQUARTERS								
Compensation & Benefits	3,848	28.0	3,576	26.0	3,576	26.0	3,576	26.0
Grants & Contributions	-		-		-		-	
Other O&M	2,337		2,216		2,216		2,216	
Subtotal	6,185		5,792		5,792		5,792	
NUNAVUT RESEARCH INSTITUTE								
Compensation & Benefits	814	5.5	814	5.5	814	5.5	814	5.5
Grants & Contributions	-		-		-		-	
Other O&M	1,081		231		231		231	
Subtotal	1,895		1,045		1,045		1,045	
REGIONAL CAMPUSES								
Compensation & Benefits	31,194	218.3	31,920	220.3	31,920	220.3	31,920	220.3
Grants & Contributions	-		-		-		-	
Other O&M	18,665		18,840		17,110		16,943	
Subtotal	49,859		50,760		49,030		48,863	
TOTAL FUNDED	57,939	251.8	57,597	251.8	55,867	251.8	55,700	251.8
Less: Other Source Funding	(19,244)	(36.5)	(18,578)	(36.8)	(18,578)	(35.5)	(18,578)	(35.5)
Total	38,695	215.3	39,019	215.0	37,289	216.3	37,122	216.3

**DISTRIBUTION OF OPERATION AND MAINTENANCE BUDGET
– ALL SOURCES**

	Headquarters (\$000)	Qikiqtaaluk (\$000)	Kivalliq (\$000)	Kitikmeot (\$000)	Total (\$000)
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
Total Operations and Maintenance	6,185	36,059	11,065	4,630	57,939

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NUNAVUT BUSINESS

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CREDIT CORPORATION

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"Lender of Northern Opportunity"

BUSINESS PLAN

2020 - 2023

NUNAVUT BUSINESS
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CREDIT CORPORATION
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"Lender of Northern Opportunity"

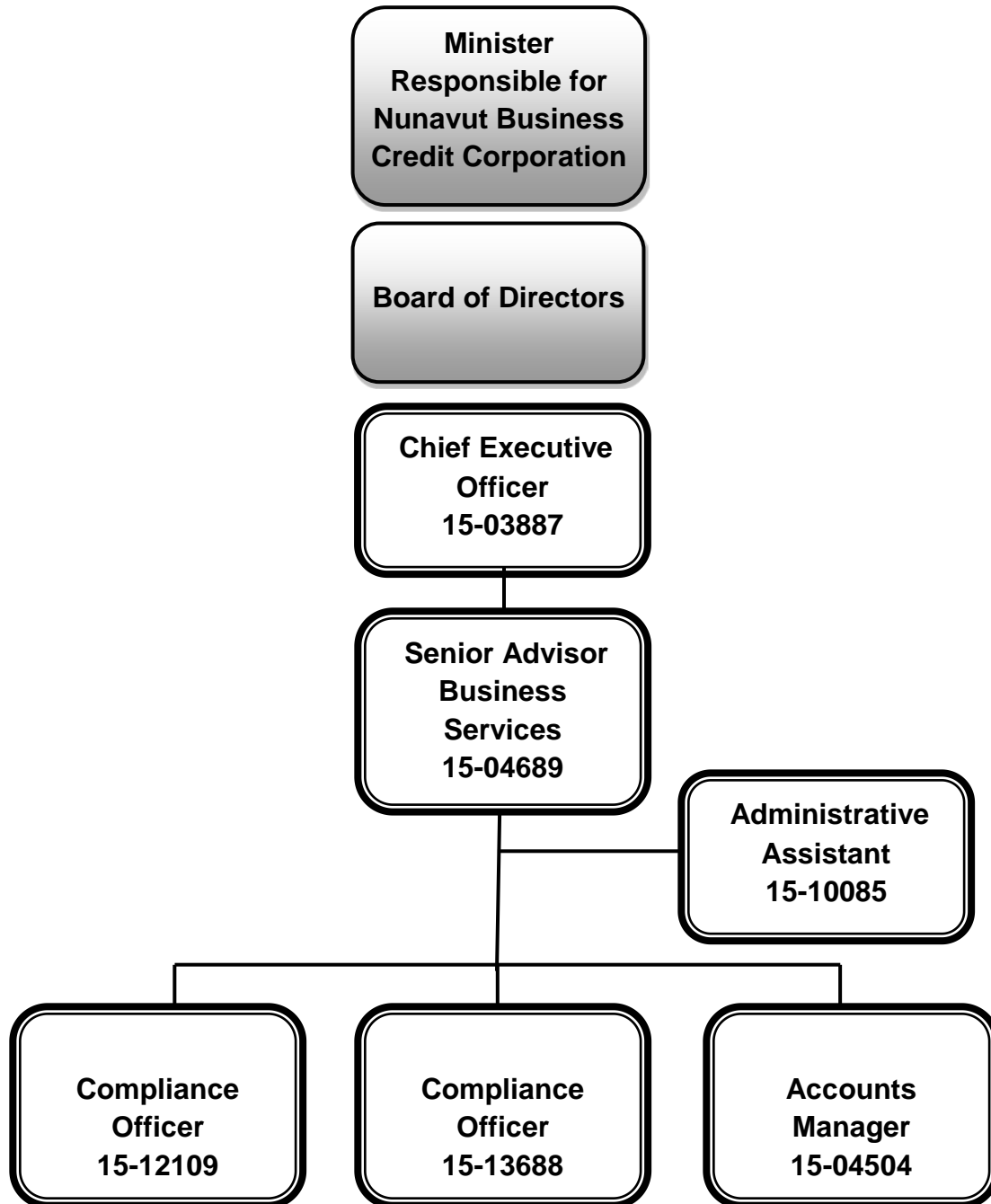
Nunavut Business Credit Corporation

will be the

financial solutions provider of choice

to Nunavut's business community.

CORPORATE ACCOUNTABILITY CHART



Note: All positions are located at NBCC's headquarters in Iqaluit.

INTRODUCTION

Nunavut Business Credit Corporation (NBCC) was created through the *Nunavut Business Credit Corporation Act* with a mandate to function as an agent of the Government of Nunavut (GN) to stimulate economic development and employment in Nunavut. As a territorial corporation, NBCC is an arms-length public agency of the GN and as such is bound by Part IX of the *Financial Administration Act* which is specific to public agencies.

NBCC reports to the Minister responsible for the Nunavut Business Credit Corporation (Minister Responsible). The Corporation's Board of Directors (Board) consists of seven to twelve directors, appointed by the Commissioner in Executive Council on the recommendation of the Minister responsible. The Board directs the business of the Corporation by exercising the powers and performing the duties of the Corporation in accordance with the written directions and policy guidelines established or issued by the Minister Responsible.

Based in Iqaluit, Nunavut, NBCC is managed by the Corporation's Chief Executive Officer (CEO), who is appointed by the Minister Responsible for NBCC in consultation with the Board. The CEO supervises, manages, and directs the business of the Corporation in performing its duties. All employees of NBCC are members of the public service of the GN and are bound by the *Public Service Act*.

NBCC has five employees who report directly or indirectly to the CEO. The Senior Advisor, Business Services manages the Corporation's lending portfolio and ensures the proper due diligence of the Corporation in performing its duties with the assistance of a four-person support staff which comprise two Compliance Officers, an Accounts Manager, and an Administrative Assistant. The Senior Advisor, Business Services also acts as Corporate Secretary.

MANDATE

NBCC's mandate is to stimulate economic development and employment in Nunavut by supporting, financing, and investing in resident business enterprises. NBCC does not offer grants or forgivable credit facilities and cannot make equity investments.

As the lender of northern opportunity, NBCC provides financing alternatives to small and medium business enterprises in Nunavut for whom access to credit represents a real challenge to growing their businesses. While NBCC accepts applications from new businesses, the majority of NBCC's clients are established businesses looking to expand or better establish themselves in their markets.

Working one on one with its clients, NBCC through its due diligence process gives careful consideration to each application, ensuring the merits of proposed business ventures are evaluated. The Corporation then provides financing for those projects that offer the best opportunities for success.

MISSION

NBCC's mission is to stimulate economic development and employment throughout Nunavut. NBCC provides businesses with financing if they are unable to obtain loans from other financial institutions on reasonable terms and conditions. As a business development agency, NBCC recognizes that access to adequate capital is one of the many challenges faced by northern businesses in their attempts to take advantage of economic opportunities.

As an agent of the GN, NBCC contributes to the government's mandate, *Turaaqtavut*, by working collaboratively with other GN departments and public agencies to "*develop the territory's economy and infrastructure base through Pivaallirutivut*".

VISION

In meeting its Mandate and Mission, NBCC strives to be the “financial solutions provider of choice” to Nunavut’s business community and be recognized as the:

Lender of Northern Opportunity

To NBCC’s Board and staff, being the “*Lender of Northern Opportunity*”, means creating value by building relationships, networks, and knowledge to enable the Corporation’s clients to prosper. To accomplish this, NBCC works closely with its clients to improve their capabilities and their access to resources and opportunities. The Corporation builds linkages within local business communities, with other agencies of economic development and with other providers of public and private capital. It also actively promotes the business success of its network of clients and organizes its activities around this central objective.

This vision of opportunity and success is based on fundamental values of viable self-sufficient economic development in Nunavut as well as sound principles of business management.

KEY APPROACH

NBCC's key approach to lending is ensuring an approach that works for Nunavut. NBCC aims to provide borrowing opportunities to those Nunavut residents and businesses that have been unable to secure reasonable financing and conditions with other lenders. NBCC works closely with its clients, in partnership with other lending agencies. NBCC does not consider itself in competition with other lenders, but collaborates with them to best service each client's unique needs.

Consistent with this approach, NBCC has entered into separate Memorandums of Understanding (MOUs) with Baffin Business Development Corporation, Kitikmeot Community Futures Inc., and Atuqtuarvik Corporation, an Inuit-owned investment company serving Nunavut.

NBCC continues to work on formalizing a relationship with Kivalliq Business Development Centre.

In addition, there is close collaboration with NBCC's sister territorial corporation, Nunavut Development Corporation, which provides equity funding to Nunavut businesses.

TURAAQTAVUT

NBCC supports the GN's vision of *Turaaqtavut* through its approach to economic development.

At the heart of NBCC's mandate is a requirement to support the Territory's business community and thereby foster opportunities for Nunavummiut. This focus is consistent with *Turaaqtavut*, as it supports improving the well-being and self-reliance of Nunavummiut through community-based sustainable opportunities. Local economic development is most effective when it is based on a community's own natural resources and skills as well as its vision for the future. Each community has the unique potential to create more employment opportunities for Nunavummiut.

NBCC is aware of the need to improve educational and training outcomes in Nunavut so that Nunavummiut can contribute positively to society and have meaningful employment. This serves to enhance the attractiveness of Nunavut's investment environment and provides greater recognition of Nunavut's place within Canada and the broader global economy.

A strong supporter of Nunavut's tourism industry, NBCC will continue to work with those businesses involved in highlighting what Nunavut has to offer by supporting their marketing efforts across Canada and around the world.

NBCC supports economic growth through responsible development across all sectors. Nunavut's geography provides a wealth of opportunity for local businesses to participate in Nunavut's burgeoning resource sector by providing on-the-ground logistics and support services.

In focusing its energies on supporting community-based sustainable economies, NBCC will achieve its primary mandate to foster opportunities for Nunavummiut. NBCC also recognizes the need to forge strategic partnerships and work together with other economic development organizations to achieve a greater quality of life for Nunavummiut overall.

ENVIRONMENTAL SCAN

A SOLID FOUNDATION

Some of the Corporation's Board members are in their third and fourth terms, which provides corporate history and continuity. Board members come from a diverse cross-section of industries, experience, and educational backgrounds. This further adds to the rigorous due diligence process.

A set of approved policies and procedures covering the breadth of credit, financial, governance and administrative practices forms NBCC's policy framework.

NBCC is 67% staffed, with many of these staff members being long-time GN employees. The majority of these staff members have been in their current positions for a number of years.

A BROADER REACH

Nunavut's economy is considered a mixed economy. It is characterized by traditional land use and a wage based economy. This means NBCC must be able to target its services to two very broadly different sets of clients. Many economic sectors are underdeveloped, which is an opportunity for NBCC to assist these specific industries in their development. The entrepreneurial sector, which includes the arts and crafts sector, the tourism sector, and the film sector are all underdeveloped in Nunavut. By assisting with the development of these sectors while encouraging ongoing development in others, it will increase employment opportunities for Nunavummiut.

NBCC will continue to focus its attention in the medium to long term on expanding its lending activities into new sectors as opportunities arise, such as new technologies. Specifically, NBCC needs to look at how best it can support an increase in private sector participation in those industries critical to macroeconomic growth. Of course, NBCC cannot lose sight of the resource development industries tied to the Territory's natural capital and land-based economy.

NBCC has also established more effective communications with its existing loan clients and new loan clients. NBCC has made significant efforts to identify how it may improve services by visiting communities, attending tradeshow, and meeting clients and prospective clients in person.

NBCC has the ability to administer a lending fund of up to \$50 million. NBCC acknowledges the need to broaden its reach across all sectors and across all regions and to make a concerted effort to negotiate new loans with its existing clients while attracting new ones.

ECONOMIC OUTLOOK

The Conference Board of Canada expects that Nunavut's economy will continue to grow at a solid pace over the near and medium terms, largely due to strength in the mining sector. The price of gold remains high, which will benefit mining companies in Nunavut.

Two new gold mines (Meliadine and Back River) began commercial production in 2019 to join the existing gold mine: Hope Bay. Iron ore continues to be shipped out of Mary River.

All companies operating 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 and 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, have received regulatory approval to proceed with a merger. There will likely be impacts in the marketplace that affect both businesses and consumers. The merged airline was awarded the duty and medical travel contracts with the Government of Nunavut in the Baffin and Kitikmeot regions.

The airline industry provides opportunities for Nunavut businesses in areas such as catering and cargo handling.

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 addition, there is a new subdivision in Iqaluit.

In August, Prime Minister Trudeau announced \$290 million over eight years to "protect, renew and expand" social and community housing, as well as repair and build affordable homes across the territory. This coupled with \$6.5 million from the Canada Mortgage and Housing Corporation under the National Housing Strategy's Co-Investment Fund to provide a transitional housing project in Iqaluit are opportunities for Nunavut businesses to participate in the construction sector.

A number of accommodation projects are currently under construction in Cambridge Bay by Nunavut based businesses.

The Government of Nunavut issued a RFP for architectural plans and technical documents for long-term care facilities in all regions of the territory. It is expected that a total of 156 beds will be created. As noted in previous Economic Outlooks, the construction and operation of long-term care facilities will provide opportunities for Nunavut businesses.

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.

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.

With the legalization of cannabis, the Government of Nunavut now has two on-line suppliers. It has also issued a Request for Expressions of Interest for Standing Supply Agreements for cannabis products and remote sales stores. The Government of Nunavut is currently developing a regulatory framework to allow small community-based businesses to retail cannabis.

The fall Federal election resulted in a Liberal led minority government and a NDP MP for Nunavut. In addition, the prairie provinces have mostly Conservative representation while the Bloc Quebecois regained seats in Quebec. The Corporation will need to be cognizant of how this might shape economic policy across the country and in Nunavut.

INUIT EMPLOYMENT PLAN

Inuit Employment Targets	As of December 31, 2019		For March 31, 2021	
		Capacity %		Capacity %
Total Department Positions	6		6	
Total Filled Positions	4	66.7%	5	83.3%
Total Vacancies	2	33.3%	1	16.7%
Total Beneficiaries	1	25.0%	2	40.0%
Total Executive Positions	1		1	
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%
Total Senior-Management Positions	1		1	
Total Filled Senior-Management Positions	1	100%	1	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Beneficiaries in Senior-Management	0	0%	0	0%
Total Professional Positions	3		3	
Total Filled Professional Positions	2	66.7%	3	100%
Total Vacant Professional Positions	1	33.3%	0	0%
Total Beneficiaries in Professional Positions	1	50.0%	2	66.7%
Total Administrative Positions	1		1	
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 levels to representative levels in accordance with Article 23 of the *Nunavut Agreement*. Currently, NBCC has an Inuit employment level of 25% (excluding two vacancies), which is decreased from 40% in the previous fiscal year.

NBCC follows established GN recruitment and hiring practices to ensure qualified Inuit are appropriately considered as vacancies become due. The Corporation is considering the elimination of a vacant administrative position and a professional position. At this time, the workload and advancements in technology does not warrant hiring for the administrative position.

INUIT EMPLOYMENT

NBCC's senior management is committed to working with Inuit employees to identify training and development opportunities and encourage career aspirations. NBCC also ensures that Inuit employees participate in annual training sessions designed to build skills specific to NBCC's mandate. This practice reinforces on-the-job experience and increases the prospect of Inuit employees to advance into management or executive roles.

2019/2020 INUIT EMPLOYMENT PRIORITIES

1. Recruit and hire Inuit for the internship position(s) identified.

Status: The Corporation has been in discussions with the newly reconstituted Department of Human Resources to fund a CEO – Intern through the Sivuliqtiksats program.

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.

2022/2023 INUIT EMPLOYMENT PRIORITIES

1. Identify other opportunities for internship positions.

NUNAVUT'S OFFICIAL LANGUAGES

NBCC is committed to respecting Nunavut's culture, language, and traditional Inuit knowledge – *Inuit Qaujimajatuqangit*. The Corporation recognizes the strength and perseverance of Nunavummiut, the wisdom of its elders and the potential of its youth. The Corporation acknowledges the traditional Inuktitut languages (Inuktitut and Inuinnaqtun) as well as French and English – which together are recognized as the official languages of Nunavut.

As an agent of the Government of Nunavut, NBCC endeavors to comply with the *Official Languages Act*. NBCC clearly and prominently labels publications, advertising and promotional products and other forms of material and products in Nunavut's official languages.

CORE BUSINESS

NBCC'S core business is to provide appropriate financing solutions to small and medium enterprises (SMEs) in Nunavut who require between \$150,000 and \$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, who has delegated this authority to the Deputy Minister of Economic Development and Transportation. The Corporation's maximum borrowing limit is set at \$50 million of working capital from the GN. The Financial Management Board has currently set the working capital advance limit at \$40 million.

Security is a requirement for all financing. The Corporation's policy on the amount of security is conservative and consists for the most part of a combination of a mortgage on real property, a pledge on personal property, and a personal/general guarantee from the principals of the business enterprise applying for credit.

NBCC loans are structured to allow for a comfortable cash flow through such strategies as:

- *Interest only payments for up to three years;*
- *Payments only to match cash rich periods of the business cycle;*
- *Graduated payments;*
- *Balloon payments; and*
- *Suppliers' credit.*

The types of projects that NBCC considers from small and medium sized businesses include:

- *The purchase of fixed assets;*
- *Leasehold improvements;*
- *Consolidation of debt;*
- *Bid bond security for contractors;*
- *Providing working capital for inventory acquisition; and*
- *Interim or bridge financing.*

NBCC works in partnership with the majority of other lending organizations in the Territory to support enterprises doing business in Nunavut. NBCC's major partners are the Community Futures organizations in each region of Nunavut and Atuqtuarvik Corporation in Rankin Inlet. NBCC also works in conjunction with commercial banks when the lending limit required by clients exceeds NBCC's threshold of \$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.

Since 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 (AC). However, there is no BDC office in Nunavut to service clientele in the Territory.

NBCC has a good working relationship with First Nations Bank of Canada (FNBC), which is 17.66% owned by AC, which in turn is a subsidiary of Nunavut Tunngavik Incorporated (NTI). NBCC and FNBC jointly provide funding to a number of clients.

AC only supports Inuit-owned firms, providing both equity financing and loans. NBCC, as a territorial corporation, must make itself accessible to all applicants doing business in Nunavut. As strategic partners, NBCC and AC communicate regularly. It is common for the two organizations to provide loans to those projects with significant financing needs.

NBCC has formalized relationships with its key partners by establishing separate MOUs with AC, BBDC, and KCFI. NBCC has been working to establish a MOU with the Kivalliq Business Development Centre.

In addition, NBCC works closely with Nunavut Development Corporation (NDC), another territorial corporation, which provides equity financing to Nunavut businesses. It is normal for NBCC, NDC, and one of the Community Futures organizations to be partners with respect to the financing of a client.

THREE YEAR EXPENDITURE FORECAST FOR FISCAL YEARS 2020-2021 TO 2022-2023

	ACTUAL 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2021-2022	BUDGET 2022-2023
Revenues					
Interest Income on Loans Receivable	1,112,049	1,260,000	720,000	780,000	840,000
Interest expense on advance from GN	-391,796	-440,000	-320,000	-340,000	-360,000
	720,253	820,000	400,000	440,000	480,000
Add: Recovery of losses on impaired loans/accrued liabilities					
Less: Provision for Losses on Impaired Loans	-295,353	-125,000	-125,000	-125,000	-125,000
Net Income from Lending	424,900	695,000	275,000	315,000	355,000
Other interest income	54,643	10,000	20,000	20,000	20,000
Total Income	479,543	705,000	295,000	335,000	375,000
Expenses					
Amortization	15,211	15,000	10,000	6,000	4,000
Loan administration expense	4,028	2,000	3,000	3,000	3,000
Salaries and benefits	742,687	900,000	1,000,000	1,000,000	1,000,000
Advertising and promotion	76,189	60,000	70,000	70,000	70,000
Professional development	33,200	50,000	50,000	50,000	50,000
Professional fees & expenses	78,424	75,000	75,000	75,000	75,000
Travel	31,215	70,000	75,000	75,000	75,000
General & Administrative	32,127	30,000	35,000	35,000	35,000
Board meetings	39,677	68,000	68,000	68,000	68,000
Board honorarium	22,775	35,000	35,000	35,000	35,000
Facility rental	92,036	92,000	92,000	92,000	92,000
Total Expenses	1,167,569	1,397,000	1,513,000	1,509,000	1,507,000
Earnings before other items	-688,026	-692,000	-1,218,000	-1,174,000	-1,132,000
Other					
Administrative Contribution from GN	700,000	700,000	700,000	700,000	700,000
In-kind from GN	160,286	160,000	160,000	160,000	160,000
Sivuliqtiksats	-	-	199,000	210,000	221,000
Total Contribution	860,286	860,000	1,059,000	1,070,000	1,081,000
Net comprehensive income (loss)	172,260	168,000	-159,000	-104,000	-51,000
	Actual	Forecast	Forecast	Forecast	Forecast
Loan Portfolio	19,748,287	22,000,000	14,000,000	15,000,000	16,000,000
Performing Loan Balance	14,219,178	17,500,000	12,000,000	13,000,000	14,000,000
Increases in Loan Portfolio by year		1,000,000	1,000,000	1,000,000	1,000,000
Increases in Performing Loan Balance by year		1,000,000	1,000,000	1,000,000	1,000,000
Average Loan Interest Rate		6.0%	6.0%	6.0%	6.0%
Advance from GN	18,000,000	20,000,000	16,000,000	17,000,000	18,000,000
Average Interest Rate on Advance from GN	2.0	2.2%	2.0%	2.0%	2.0%
Average Interest Rate Earned on Cash Balance of \$1,000,000		1.0%	2.0%	2.0%	2.0%

PRIORITIES FOR 2019-2020

1. Finalize improvements to the Corporation's website and thereafter maintain it on an ongoing basis.

Status: The Corporation has transitioned to the latest version of the website software. Pending some translations, the Corporation's website improvements are complete.

2. Commence implementation of the Corporation's updated strategic plan.

Status: Amongst the activities undertaken by the Corporation to implement its updated strategic plan were: (1) annual reviews of clients; (2) continuation of visits to communities; and (3) development of an on-line application form.

3. Propose potential updates to the *Nunavut Business Credit Corporation Act*.

Status: Potential updates to the *Nunavut Business Credit Corporation Act* have been considered.

4. Begin the development of an updated communications plan.

Status: The development of an updated communications plan is at a preliminary stage.

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.

PRIORITIES FOR 2021-2022

1. Commence review of the 2019/2020 – 2021/2022 strategic plan with an eye towards making any necessary revisions.

PRIORITIES FOR 2022-2023

1. Update the Corporation's strategic plan based upon the previous year's review.

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NUNAVUT DEVELOPMENT CORPORATION
LA CORPORATION DE DÉVELOPPEMENT DU NUNAVUT
NUNAVUNMI PIVALLIAJJUTIKHALIRINIRMUT KUAPURIISINGAT

Nunavut Development Corporation

2020/2021

Corporate Plan

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Purpose

The Nunavut Development Corporation (the “Corporation” or “NDC”) is a Territorial Corporation of the Government of Nunavut (the “Government”) named in Schedule B of the *Financial Administration Act* (“FAA”), and operates in accordance with Part IX of the FAA, the *Nunavut Development Corporation Act* (the “Act”) and the *Business Corporations Act*.

Section 25 of the *Nunavut Development Corporation Act* pertains to the submission of an annual corporate plan, operating budget, and capital budget as described in Sections 91 to 93 of the FAA. Section 25 of the Act also requires that the Corporation disclose projected investments, borrowings and the amount of subsidies to be paid to subsidiary companies and NDC projects.

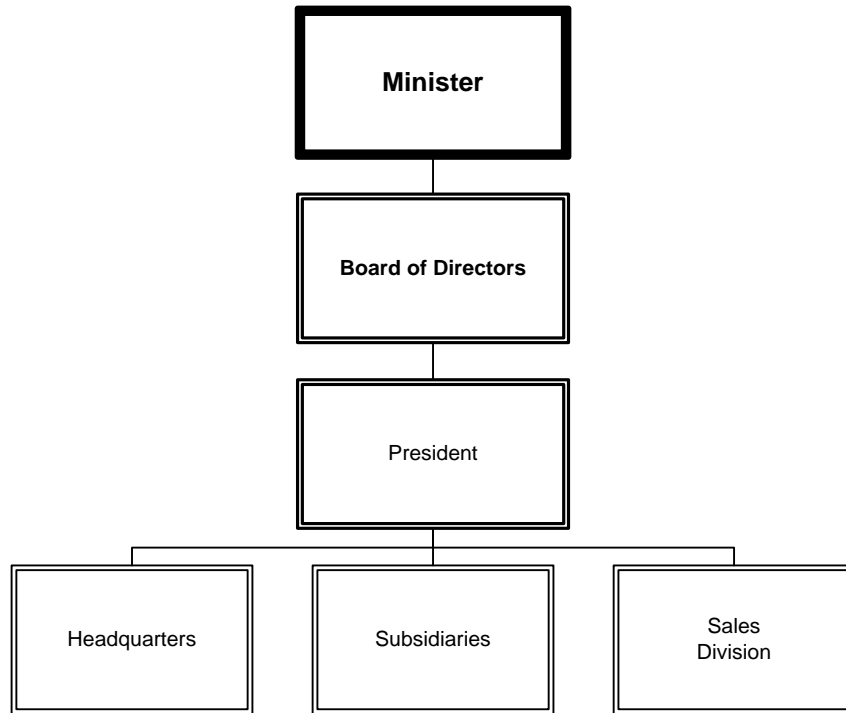
The legislated objectives of the Corporation, as stipulated in Section 3 of the Act, are as follows:

- “(a) to incorporate, establish and carry on the business of companies and to develop, establish, operate, manage and carry on the business of projects, directly or indirectly, within the Corporation in order to:*
- (i) create employment and income for residents of the Territory, primarily in small communities;*
 - (ii) stimulate growth of businesses in the Territory; and,*
 - (iii) promote economic diversification and stability.*
- (b) to invest in business enterprises in order to:*
- (i) stimulate growth of businesses in the Territories; and,*
 - (ii) promote economic diversification and stability; and,*
- (c) promote the economic objectives of the Government of Nunavut.”*

Mission

To make responsible investments in target Nunavut economic sectors that help create employment and income opportunities, stimulate the growth of business and promote economic diversification and stability with an emphasis on investing in Nunavut’s smaller communities.

Accounting Structure



Inuit Employment Plan

Inuit Employment Targets	As of September 30, 2019		For March 31, 2021	
		Capacity %		Capacity
Total Department Positions	5		5	
Total Filled Positions	5	100%	5	100%
Total Vacancies	0	0%	0	0%
Total Beneficiaries	3	60%	3	60%
Total Executive Positions	1		1	
Total Filled Executive Positions	1	100%	1	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Beneficiaries in Executive Positions	0	0%	0	0%
Total Middle-Management Positions	3		3	
Total Filled Middle-Management Positions	3	100%	3	100%
Total Vacant Middle -Management Positions	0	0%	0	0%
Total Beneficiaries in Middle-Management	3	100%	3	100%
Total Professional Positions	1		1	
Total Filled Professional Positions	1	100%	1	100%
Total Vacant Professional Positions	0	0%	0	0%
Total Beneficiaries in Professional Positions	0	0%	0	0%

Executive - President & CEO

Darrin Nichol
darrin@ndcorp.nu.ca

Middle Management - Manager of Finance & Administration

Bernadette Tutanuak (Nunavut Inuk)
bernie@ndcorp.nu.ca

Middle Management - Business Advisor – Processing & Harvesting

Kyle Tattuinee (Nunavut Inuk)
kyle@ndcorp.nu.ca

Middle Management - Business Advisor - Cultural Industries

Goretti Kakuktinniq (Nunavut Inuk)
goretti@ndcorp.nu.ca

Professional - CFO

Balaji Ramamani , CPA(Aus), CF(Can), CMA(US), MBA
balaji@ndcorp.nu.ca

Capacity

Of NDC’s five headquarter positions, three are permanently filled by Nunavut Inuit. The Manager of Finance and Administration and both Business Advisor positions are targeted to be filled by Inuit.

NDC supports long-term training and development for Inuit staff through participation in individualized training opportunities such as GN-wide employee development programs such as the *Hivuliqtikhanut* Program and occupational-specific professional development,

including enrollment in professional associations and participation in targeted conferences and seminars.

Inuit Employment Plan

- NDC consistently targets a minimum of 60% for staffing of its five permanent headquarter positions.
- A strong Inuit workforce is good business and NDC will endeavor to continue to increase its Inuit employment. Filling positions with qualified Inuit staff is essential.

Update on March 31, 2019 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, 2020

- 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 & CEO and the Chief Financial Officer.

Turaaqtavut

Inuusivut represents Nunavummiut working together to create jobs in our communities, and to grow our Nunavut and Inuit businesses. Using a mix of equity financing tools, we work to advance meaningful development of our economy by investing in local business and helping them grow. NDC emphasizes investments and projects that will benefit our smaller communities.

Through Pivaallirutivut, we are actively invested in companies that support Nunavut's commercial arctic char and turbot fisheries. We invest in companies operating in Nunavut's tourism and cultural industries sector. NDC's investments in businesses operating in Nunavut's traditional food processing sector support many hunters and fishers while also producing country food for our households and territorial institutions. Investing in businesses that bring new services and technologies to the territory help bring a measure of economic diversification to the Nunavut economy and foster additional investment and employment opportunities.

We work in partnership with other territorial investment agencies and strive to deliver our economic programming in accordance with the legislation, regulation and policy framework that govern our corporation.

Operations

The Corporation is currently invested in eight Nunavut subsidiary companies spread throughout the Kitikmeot, Kivalliq and Qikiqtani Regions operating primarily in Nunavut's cultural industries, fisheries, harvesting and tourism sectors. The Corporation also operates a southern Inuit art marketing division. NDC manages a Venture Equity fund that prioritizes equity investments in qualifying Inuit and Nunavut businesses operating in the priority economic sectors with an emphasis on placing investments that support Nunavut's smaller communities.

Critical Issues and Challenges

- *High Energy Costs*
The cost of business overhead expenses in Nunavut is extreme. NDC subsidiary companies continue to incur high-energy costs making production expensive at its Nunavut plants. Power and fuel costs are very high and work to drive up production cost overheads at the processing plants. These costs are then passed on to the consumer making products more costly. NDC prioritizes capital investments at its facilities to support enhanced energy consumption and efficiencies in an effort to help keep energy costs in check.
- *Aging Infrastructure*
NDC's subsidiary companies are operating in facilities in excess of thirty years old. In order to remain safe, compliant and in a state of good repair, the structures require increasing and ongoing investment to address a variety of issues ranging from basic wear and tear to more complex and costly structural upgrades and geotechnical assessments.
- *Sustainability of Nunavut's Caribou Herds*
Each winter Kivalliq Arctic Foods in Rankin Inlet operates a commercial caribou harvest; annually the company anticipates purchasing up to 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 clientele rely on the Sales Division to effectively meet their Nunavut product requirements with a current and fresh selection of quality art and crafts goods produced by Nunavut artists. On the supply side, the Sales Division maintains important partnerships with NDC subsidiary companies, Nunavut based business enterprises and individual artists to meet its ongoing supply

requirements. The Division also maintains important partnerships with organizations such as the Winnipeg Art Gallery and Craft Ontario.

- 3. New Investments** - NDC continues to seek out new investments and projects that help support the growth of business in Nunavut. We will also look to invest in those business enterprises that create employment and income earning opportunities for Nunavummiut and emphasize investments that support the economies of our smaller communities. NDC continues to prioritize investments in projects and business enterprises in the key Nunavut economic sectors of cultural industries, fisheries harvesting, tourism and investments related to Nunavut's rapidly expanding mining sector.

Capital Fund, Subsidy Fund, Capital Reserve Fund - Section 16 of the *Nunavut Development Corporation Act* establishes the Capital Fund, Subsidy Fund and the Capital Reserve Fund. This Section along with NDC's Corporate Plan, Main Estimates and Investment Policies and Guidelines govern and allow for the incorporation, establishment and management of new subsidiary companies and projects primarily in Nunavut's smaller communities.

Venture Investment Fund, Venture Reserve Fund - Section 17 of the *Nunavut Development Corporation Act* establishes the Venture Investment Fund and Venture Reserve Fund. This Section along with NDC Corporate Plan, Main Estimates and Investment Policies and Guidelines govern and allow for new equity investments in Nunavut or Inuit owned business enterprises where the Corporation does not hold a controlling equity interest.

Along with helping to create employment and income earning opportunities, an NDC equity investment can also help grow and expand a Nunavut business enterprise providing for a measure of economic diversification. An NDC equity investment also helps a business enterprise lever additional business financing such as loans, grants and other types of government contributions. NDC works closely with the Department of Economic Development and Transportation and the Nunavut Business Credit Corporation in an effort to help build efficiencies and bring value to Nunavut clients.

- 4. Headquarters** - NDC's Headquarter offices located in Rankin Inlet consist of five essential staff members. These five staff members provide a variety of business supports and corporate services throughout the organization including ongoing operational support, strategic planning, budgeting, production planning, financial monitoring, human resource support, board support, corporate filings, project management and legal support to the subsidiary companies and sales division. For new investment proposals, HQ undertakes reviews of investment and project proposals, liaises with other Nunavut funding agencies, prepares requests for decisions, drafts shareholders agreements and subscription agreements as well as provides ongoing investment follow-up. Corporately, HQ staff prepares the corporate plan, main estimates, the consolidated financial statements, and the annual report.

- 5. Transparency & Accountability** – NDC places a high value on financial reporting. NDC takes seriously the trust imposed upon the organization through the Nunavut Government’s appropriation of public funds to support the Corporation’s objectives. The Board of Directors of the Corporation operate in accordance with Section 4 of the Act. The Corporation has an Executive Committee that operates in accordance with Section 20 of the Act. The full NDC board meets three times a year while the Executive Committee meets more frequently. Section 99 of the FAA establishes the Auditor General as the auditor for the Corporation while Section 100 of the FAA requires the Corporation to submit an annual report to the Minister of Economic Development and Transportation for tabling in the Legislative Assembly. NDC remains committed to effective and efficient financial reporting and the transparent and accountable use of public funds.

NDC’s Subsidiary Companies

Subsection 16(2) of the Act enables the Corporation to make capital investments in subsidiary companies controlled by the Corporation. Subsection 16(4) of the Act enables the Corporation to pay annual operating subsidies to its subsidiary companies up to the prescribed maximums or as approved by the Government of Nunavut Financial Management Board.

Presently the Corporation has eight subsidiary companies located in seven Nunavut communities:

Ivalu – Rankin Inlet

Ivalu carries an extensive inventory of Nunavut produced arts and crafts for both its retail and wholesale operations. Along with produced goods from partner companies such as Uqurmiut Arts and Crafts, the Jessie Oonark Center, Kiluk and Taluk 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 in an effort to revive the annual winter muskox harvest. The company maintains many important sales and distribution partnerships: locally within Nunavut and also with adjacent jurisdictions such as the NWT and points beyond. KFL also maintains a unique sales partnership with San Francisco based "Cleanfish" who distributes "Truly Wild" arctic char to key US markets. KFL maintains a strong local sales base in Cambridge Bay. The company is Nutrition North Canada registered. KFL will continue supporting regional social agencies and community organizations to assist in addressing food security by donating country food to these groups and will collaborate with the Department of Fisheries and Oceans in supporting fisheries research in lakes and rivers in the Cambridge Bay area.

Kivalliq Arctic Foods – Rankin Inlet

Kivalliq Arctic Foods (KAF) will continue to work with fishermen, communities and HTOs to purchase char harvested from Nunavut commercial water bodies. KAF will, in conjunction with its partner the Issatik HTO, manage the operations of the Papiuruq Fisheries fish plant in Whale Cove, supporting both a summer char harvest and a fall beluga harvest. KAF will also work in conjunction with the Aqigiq HTO and the Hamlet of Chesterfield Inlet to manage the operations of the Iqalupik Fish Plant to support the summer char harvest there. KAF purchases caribou and muskox from hunters throughout the Kivalliq during the winter months for processing at the plant and sale back to Nunavummiut. The company is Nutrition North Canada registered. KAF has built strong relationships with individual Nunavut customers and commercial clients. KAF will also work to support regional social agencies and community organizations to assist in addressing food insecurity by donating country food to these groups.

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. In the coming year UAC will also partner with RBC to provide banking service through the establishment of agency bank at the company. Along with offering enhanced banking opportunities for Pangnirtung residents the agency bank will also generate additional revenue for the company that can be directed toward its ongoing arts programming. The additional revenues also help offset the high operating costs associated with running this stunning facility. Following up on the successful release of last year's print collection, UAC is again planning to produce and release a print collection this coming year.

Measures of Success

Efficiency, Economy and Effectiveness

Financial Reporting	*2020-21	* 2019-20	2018-19	2017-18
Date of board approval - audited financial statements	July 31	July 31	July 23	July 24
Compliant - Sec100 FAA Submission of Annual Report	N/A	N/A	Yes	Yes
Audit Qualifications	N/A	N/A	None	None

* identifies forecasted estimate

Employment created or maintained	*2020-21 Forecast	*2019-20 Forecast	2018-19 Actual	2017-18 Actual
Ivalu	7.00	7.00	7.27	7.28
Jessie Oonark	5.00	5.00	5.76	5.07
Kiluk	5.00	5.00	4.23	4.63
Kitikmeot Foods	10.00	10.00	9.35	9.40
Kivalliq Arctic Foods	12.00	12.00	11.94	13.69
Taluq Designs	3.00	3.00	2.61	2.80
Uqqurmiut Arts & Crafts	15.00	15.00	15.08	15.33
Venture Investments	55.00	55.00	57.40	48.23
Projects	7.00	7.00	5.44	7.04
NDC	20.00	20.00	20.05	26.84
Total	139.00	139.00	139.58	140.31

* identifies forecasted estimate

Diversifying Investments	*2020-21 (\$000)	*2019-20 (\$000)	2018-19 (\$000)	2017-18 (\$000)
New Venture Investments	\$500	\$500	-	\$312

* identifies forecasted estimate

Government Funding	*2020-21 (\$000)	*2019-20 (\$000)	2018-19 (\$000)	2017-18 (\$000)
Government of Nunavut	3,358	3,358	3,358	3,358

* identifies forecasted estimate

Financial Performance	*2020-21 (\$000)	*2019-20 (\$000)	2018-19 (\$000)	2017-18 (\$000)
Total Revenues	3,902	3,885	4,177	3,752
Profit (loss)	776	695	910	1,175

* identifies forecasted estimate

Investment Fund Summary

Subsection 16(1) of the Act requires the Corporation to establish a Subsidy Fund, a Capital Fund and Capital Reserve Fund. Subsection 17(1) further requires the Corporation to establish a Venture Investment Fund and a Venture Reserve Fund. The Corporation also maintains a General Operating fund.

Prescribed Maximum

The Prescribed Maximum is the maximum amount payable each year from the Subsidy Fund, Capital Fund, Capital Reserve Fund, Venture Investment Fund and/or Venture Reserve Fund for each job created or maintained in a subsidiary, project or business enterprise.

Subsidy Fund

The Subsidy Fund allows the Corporation to pay an operating subsidy to a subsidiary for each job directly or indirectly created or maintained up to a prescribed maximum or for a greater amount with the approval of the Financial Management Board.

Subsidiary Company	Subsidiary Forecasted Employment 2020-21	Prescribed Maximum at \$37,997 / job	Operating Subsidy Budgets 2020-21	Within Prescribed Maximum
Ivalu	7.00	265,979	-	Yes
Jessie Oonark	5.00	189,985	165,000	Yes
Kiluk	5.00	189,985	140,000	Yes
Kitikmeot Foods	10.00	379,970	330,000	Yes
Kivalliq Arctic Foods	12.00	455,964	260,000	Yes
Taluq Designs	3.00	113,991	70,000	Yes
Uqqurmiut Arts & Crafts	15.00	569,955	238,000	Yes

Capital Fund

The Capital Fund allows the Corporation to pay a capital subsidy to a subsidiary for each job directly or indirectly created or maintained up to a prescribed maximum or for a greater amount with the approval of the Financial Management Board.

Subsidiary Company	Subsidiary Forecasted Employment 2020-21	Prescribed Maximum at \$37,997 / job	Capital Subsidy Budgets 2020-21	Within Prescribed Maximum
Ivalu	7.00	265,979	20,000	Yes
Jessie Oonark	5.00	189,985	10,000	Yes
Kiluk	5.00	189,985	10,000	Yes
Kitikmeot Foods	10.00	379,970	43,600	Yes
Kivalliq Arctic Foods	12.00	455,964	50,000	Yes
Taluq Designs	3.00	113,991	4,400	Yes
Uqqurmiut Arts & Crafts	15.00	569,955	85,000	Yes

Capital Reserve Fund

Ten percent of the sum paid from the Capital Fund is to be directed to the Capital Reserve fund. The Capital Reserve fund can be used to make additional investments or can be used as short-term financing to provide a subsidiary with sufficient sums to carry on its business, up to a prescribed maximum or in an amount greater with the approval of the Financial Management Board.

Venture Investment Fund

Allows the Corporation to purchase shares or otherwise invest in a business enterprise up to a prescribed maximum or in an amount greater with the approval of the Financial Management Board.

Venture Reserve Fund

Ten percent of the sum paid from the Venture Investment Fund is to be directed to the Venture Reserve Fund. The Venture Reserve Fund can be used to make additional investments in a business enterprise in which it has invested in return for shares or a larger proportion of ownership in the business enterprise or as short-term or long-term financing in an amount up the prescribed maximum or in an amount greater with the approval of the Financial Management Board.

General Operating Fund

This fund allows the Corporation to fund its Headquarter and Sales Division operating activities. The Corporation identifies its General Operating Fund requirements annually in the corporate plan.

Source and Use of Funding

Three-Year Forecast (\$000)

	Budget 2022/23	Budget 2021/22	Budget 2020/21	Total
Opening Balance	0	0	0	0
Sources of Cash				
GN Contribution	3,358	3,358	3,358	10,074
Uses of Cash				
Ivalu	-	-	-	-
Jessie Oonark	165	165	165	495
Kiluk	140	140	140	420
Kitikmeot Foods	330	330	330	990
Kivalliq Arctic Foods	260	260	260	780
Taluq	70	70	70	210
Uqqurmiut Arts & Crafts	238	238	238	714
Subsidiary Operations	1,203	1,203	1,203	3,609
Headquarters	1,455	1,455	1,455	4,365
Sales Division	200	200	200	600
Total Operational Use of Funds	2,858	2,858	2,858	8,574
Capital Expenditures	230	230	230	690
Venture Equity	270	270	270	810
Total Use of Cash	3,358	3,358	3,358	10,074
Closing Balance	0	0	0	0

Main Estimates

Operating Budget

	Operating Budget 2022/23	Operating Budget 2021/22	Operating Budget 2020/21	Revised Operating Budget 2019/20	Operating Budget 2019/20	Actual Expenditures 2018/19
Compensation & Ben.	1,036,000	1,031,000	1,026,000	1,004,000	961,000	952,318
Grant & Contributions	1,403,000	1,403,000	1,403,000	1,403,000	1,403,000	1,417,000
Travel & Transport	290,000	290,000	290,000	250,000	290,000	206,192
Materials & Supplies	22,500	22,500	22,500	21,215	18,000	23,455
Purchased Services	49,500	54,500	59,500	120,000	99,500	15,430
Utilities	22,000	22,000	22,000	22,000	20,500	21,524
Contract Services	90,000	90,000	90,000	90,000	90,000	83,197
Fees & Payments	7,000	7,000	7,000	7,000	11,000	6,415
Other Exp./Income)	(62,000)	(62,000)	(62,000)	(59,215)	(35,000)	(48,559)
Total O&M	2,858,000	2,858,000	2,858,000	2,858,000	2,858,000	2,676,972
Capital Expenditures	230,000	230,000	230,000	230,000	230,000	103,180
Venture Equity	270,000	270,000	270,000	270,000	270,000	270,000
Total Expenditures	3,358,000	3,358,000	3,358,000	3,358,000	3,358,000	3,050,152

Priority Items

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.

Status: Year to date NDC has received 5 equity financing proposals from proponents in Arviat, Baker Lake, Kugluktuk, Resolute Bay and Iqaluit. Two of the applications did not meet NDC's investment criteria. Three of the investment proposals remain active as proponents continue to develop both their business plans and financing framework.

- Investment from the Fund must be of an equity orientated non-controlling nature. NDC targets new investments of \$500,000 annually. NDC prioritizes Inuit and Nunavut businesses operating in our arts, harvesting and tourism sectors.

Status: Although NDC has yet to finalize a new equity investment this year the total value of all active equity investment proposals to the Venture Investment Fund to date is \$600,000.

- NDC will emphasize investments that support employment and income earning opportunities, the growth of business and the diversification of our Territorial economy with an emphasis on making investments in Nunavut's smaller communities.

Status: It is forecasted that NDC's venture investments will help generate the equivalent 55 full time jobs in Nunavut this year.

- Investments from the Fund are redeemable and carry an annual dividend rate, the terms of which are outlined in a Unanimous Shareholders Agreement. NDC will communicate regularly with organizations such as Atuqtuarvik, ED&T, NBCC and CanNor in advancing this priority.

Status:

- *In April, NDC met in Iqaluit with CanNor officials to provide an overview of its equity investment program and to discuss potential linkages with their economic development programming.*
- *NDC meets regularly with officials at the Nunavut Business Credit Corporation to assess potential investment opportunities and the status of clients that each agency has in common.*

- *NDC meets regularly with EDT officials on a variety economic, investment and business development matters.*

2. Capital Fund & Subsidy Fund

- Working within the Corporation's Investment Guidelines, Regulations and the NDC Act, NDC will seek out and assess opportunities for investment in new projects and subsidiary companies with an emphasis on investments that benefit Nunavut's smaller communities.

Status:

- *NDC was part of a Nunavut affordable housing discussion with officials from Canada Mortgage and Housing Corporation (CMHC), the Nunavut Housing Corporation (NHC) and Agnico Eagle Mines (AEM). A CMHC official briefed the group on the federal corporation's affordable housing programs.*
- *Differing program delivery and business models were discussed that could potentially help draw in federal housing money from CMHC and advance the construction of new shelter options targeting Nunavut's growing middle class.*
- *Discussion remain ongoing between NDC and AEM officials.*
- 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.

Status: So far this year, NDC has paid out in excess of \$800,000 from the Capital and Subsidy Fund to subsidiary companies in Arviat, Baker Lake, Cambridge Bay, Pangnirtung, Rankin Inlet and Taloyoak and indirectly to projects in Kugluktuk, Chesterfield Inlet along with the Winnipeg Art Gallery.

- New investments from the Capital and Subsidy Funds will prioritize investments in Nunavut's arts, harvesting and tourism sectors that generate employment and income earning opportunities for local residents, stimulate the growth of business and the diversification of our Territorial economy.

Status: Any investment in share capital from the Capital Fund in a new subsidiary company requires the approval of Minister Responsible for the Nunavut Development Corporation.

- Partnerships with Hamlets, community development corporations, local business enterprises and other funding agencies are critical in the advancement of this priority.

Status:

- *NDC has partnered with RBC to open an agency bank branch in Pangnirtung at Uqqurmiut Arts and Crafts. Along with providing additional banking options for the residents of Pangnirtung, the partnership will generate additional revenue for the company that in turn can help support its local arts programming.*
- *Kivalliq Arctic Foods again has partnered with the Hamlet of Chesterfield Inlet and the Whale Cove Issatik HTO in the operation of the local fish plants in each community.*
- *Ivalu is Partnering with Rubenstein Canada to deliver sewing machine repair programs in the Kivalliq.*

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.

Status:

- *NDC, working with the Netsilik Argnakvik Society and Taluq Designs with the support of EDT and the Kitikmeot Inuit Association, will run a 12-week employment training project in the community of Taloyoak. The training will take place at Taluq Designs and will focus on the production of sewn goods such as slippers, mitts and packing animals that can be home sewn and then sold to Taluq Designs - creating local income earning opportunities for participants.*
- *NDC in partnership with Rubenstein Canada and with funding from EDT will deliver sewing machine repair projects at Kiluk, Jessie Oonark Center and Ivalu. NDC and its partner companies rely on households having working sewing machines in order to produce goods sought by partner companies. This will generate income earning opportunities for residents.*
- NDC will invest in its partner subsidiaries Uqqurmiut Arts and Crafts (Pangnirtung), Taluq (Taloyoak), Kiluk (Arviat) and Jessie Oonark (Baker Lake) to support local producers in the community and regions where the companies are located.

Status: *Along with direct support offered to partner companies NDC either directly or indirectly purchases art and other craft goods from producers in many Nunavut communities, including: Naujaat, Igloolik, Pond Inlet, Kimmirut, Cape Dorset, Gjoa Haven, Kugluktuk, Sanikiluaq and Iqaluit.*

- Ivalu, the Sales Division and other NDC subsidiary companies, will collectively invest \$1.5 million in inventory and promote such locally, across the north and internationally.

Status: So far this year \$700,000 in Nunavut art, craft and sewn goods have been purchased by NDC and its partner companies.

4. Harvesting / Fisheries

- NDC will seek out opportunities for new projects and investments in our commercial fishery and harvesting sectors that will lead to enhanced employment and income earning opportunities for Nunavut hunters, fishermen and processing plant workers, as well as support for Nunavut business enterprises operating in these sectors.

Status:

- *NDC maintains varying investments and projects which support Nunavut's harvesting and fisheries sector. Collectively these subsidiaries, projects and venture investments generate 50 jobs for Nunavummiut annually.*
- *NDC continues to actively seek out investments in this important area of the Nunavut economy.*
- NDC will communicate with Nunavut based offshore fishing enterprises and use the Venture Investment Fund to support sector investment for initiatives such as new vessel acquisition.

Status:

- *NDC has met with Nunavut based fishing enterprises.*
- *NDC has a history of placing investments that support Nunavut's inshore and offshore fishery.*
- *We remain engaged with Nunavut fishing entities and continue to seek out new investments in this sector.*
- NDC will invest in Kivalliq Arctic Foods (Rankin Inlet) and Kitikmeot Foods Ltd (Cambridge Bay) to support territorial harvesting and processing initiatives for commercial char, turbot, muskox, maktaaq and caribou with finished product destined for Nunavut households along with other territorial commercial and institutional clients.

Status:

- *Kivalliq Arctic Foods operates a seasonal char harvest (July & August), maktaaq harvest (August & Sept), caribou harvest (January) and muskox harvest (March).*
- *Income and employment opportunities are generated for hunters, fishers and plant workers from across the Kivalliq as a result.*

- *Kivalliq Arctic Foods distribute their product across the territory to Nunavut households, commercial establishments, social agencies and other organizations.*
 - *Kitikmeot Foods is primarily a processor of Arctic Char. The Cambridge Bay based plant harvests approximately 100,000 lbs. of char from lakes and rivers in the area over the months of July, August and September.*
 - *Income and employment opportunities are generated for fishers and plant workers in the community.*
 - *Kitikmeot Foods maintains important export partnerships with US based Clean Fish and numerous commercial establishments in Yellowknife NWT along with a diverse clientele across Nunavut.*
- **Papirug 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.**

***Status:** Kivalliq Arctic Foods worked closely with both the Papirug Fish Plant in Whale Cove and the Ikalupik Fish Plant in Chesterfield Inlet to operate successful summer fisheries and maktaaq harvests in both communities.*

- **Both Kitikmeot Foods and Kivalliq Arctic Foods will be licensed federal processors of arctic char and territorial processors of caribou, muskox and maktaaq. Both will utilize the services of food safety specialists and actively manage their respective food safety framework.**

Status:

- *The new Safe Food for Canadians Regulations came into force in 2019. Both Kivalliq Arctic Foods and Kitikmeot Foods are compliant under the new regulations and are able to export arctic char internationally.*
- *Both plants retain the services of a food safety specialist who liaises with officials at Canadian Food Inspection Agency, helping to ensure the highest level of food safety is maintained for all processed country food and that both facilities remain compliant with the new regulations.*

5. Tourism

- **NDC will seek out opportunities for new projects and investments in our Tourism Sector that will lead to enhanced employment and income earning opportunities for sector participants and support for Nunavut businesses enterprises operating in this important sector.**

Status:

- *NDC's investments broadly support tourism initiatives across Nunavut. They provide opportunities for visitors to purchase our unique country foods such as caribou, muskox, maktaaq or char. On the arts side, visitors*

to Nunavut are able to access a variety of Nunavut produced arts and crafts goods as souvenirs or collectables.

- *Investments in Nunavut hotels also support our tourism industry and help put new and modern accommodations on the ground in Nunavut communities.*
- 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 venture investments in Tukumaaq Inc (Naujaaraaluit Hotel - Clyde River) and CHOU Inc (Ublu Inn - Cambridge Bay) are investment models NDC seeks to replicate in other Nunavut Communities.*

Priority Items 2020-21

1. Venture Investment Fund

- Working within the Corporation's Investment Guidelines, Regulations and the NDC Act, the Corporation seeks out and receives investment proposals to the Venture Investment Fund. The Board of Directors must approve any new investment from the Fund.
- Investment from the Fund must be of an equity orientated non-controlling nature. NDC targets new investments of \$500,000 annually. NDC continues to prioritize Inuit and Nunavut businesses operating in our arts, harvesting and tourism sectors.
- NDC will also emphasize investments that support employment and income earning opportunities, the growth of business and the diversification of our Territorial economy with an emphasis on making investments in Nunavut's smaller communities.
- Investments from the Fund are redeemable and carry an annual dividend rate, the terms of which are outlined in a Unanimous Shareholders Agreement. NDC will communicate regularly with organizations such as Atuqtuarvik, ED&T, NBCC and CanNor in advancing this priority.

2. Capital Fund & Subsidy Fund

- Working within the Corporation's Investment Guidelines, Regulations and the NDC Act, NDC will seek out and assess opportunities for investment in new projects and subsidiary companies with an emphasis on investments that benefit Nunavut's smaller communities.

- Investment from the Capital Fund supports the acquisition of share capital in the subsidiary company while investment from the Subsidy Fund supports ongoing operating contributions paid to the subsidiary or project.
- Annually NDC targets \$1.4 million in payments from the Capital and Subsidy Fund. The Board of Directors must approve any investment from the Capital Fund and Subsidy Fund. The Minister must approve any investment that leads to the establishment of a subsidiary company.
- New investments from the Capital and Subsidy Funds will prioritize investments in Nunavut's arts, harvesting and tourism sectors that generate employment and income earning opportunities for local residents, stimulate the growth of business and the diversification of our Territorial economy.
- Partnerships with Hamlets, community development corporations, local business enterprises and other funding agencies are critical in the advancement of this priority.

3. Cultural Industries

- NDC will seek out opportunities for new projects and investments in our cultural industries sector that will lead to enhanced employment and income earning opportunities for Nunavut artists and support for Nunavut business enterprises operating in our cultural industry sectors.
- NDC will invest in its partner subsidiaries Uqqurmiut Arts and Crafts (Pangnirtung), Taluq (Taloyoak), Kiluk (Arviat) and Jessie Oonark (Baker Lake) to support local producers in the community and regions where the companies are located.
- Ivalu, the Sales Division along with other NDC subsidiary companies will collectively invest \$1.5 million in inventory and promote such locally, across the north and internationally.

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 are licensed federal processors of arctic char and territorial processors of caribou, muskox and maktaaq. Both utilize the services of food safety specialists and actively manage their respective food safety framework.

5. Tourism

- NDC will seek out opportunities for new projects and investments in our Tourism Sector that will lead to enhanced employment and income earning opportunities for sector participants and support for Nunavut businesses enterprises operating in this important sector.
- The economies of Nunavut's smaller communities can effectively support tourism related business such as hotels, B&Bs, restaurants and local tour operators. Such investment helps create employment and income earning opportunities in small communities where opportunities are few while also supporting an influx of new investment capital.

Priority Items 2021-22

1. Venture Investment Fund

- Working within the Corporation's Investment Guidelines, Regulations and the NDC Act, the Corporation seeks out and receives 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.

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- 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.
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- 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 2020-2023

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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* (“QEC 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. In 2018, the *QEC Act* was further amended allowing the Corporation to purchase power in anticipation of launching the Independent Power Producers program.

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 2005-2006, the responsible Minister has provided an annual Letter of Expectation to QEC to guide the Board of Directors in defining the priorities and desired outcomes of the Corporation while reinforcing the importance of QEC’s relationship with the GN. QEC’s Board of Directors is guided by the Inuit Societal Value *Aajiqatigiinni* (decision-making through discussion and consensus) regarding the strategic direction of the Corporation.

The Corporation attends to the overall objectives provided by legislation including: supporting the Minister responsible for QEC on 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, purchase, 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. The Department of Finance directly administers the NESP for commercial customers.

QEC submits applications for rate changes to the Minister responsible for QEC, who may then seek the advice of the Utility Rates Review Council (URRC). The URRC is an impartial advisory body whose role is to make rate recommendations to the Minister. The Minister (with Cabinet's approval) then determines whether to approve the URRC's recommendation, approve QEC's request, provide a new option, or instruct 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 URRC 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 indicate 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. This was implemented in two stages, the first increase (3.3%) took effect on April 1, 2018 with second increase (3.3%) coming into effect on April 1, 2019. A proposed change to a standardized territorial rate structure was rejected during the same Cabinet meeting.

With Cabinet approval, QEC implemented a 1.25 cent per kilowatt-hour (kWh) Fuel Stabilization Rate (FSR) rider from November 1, 2018 to March 31, 2019. The fuel rider was based on price increases on fuel for electricity generation; an increase of 2.4 cents per litre in Iqaluit and 5 cents per litre for the rest of Nunavut took effect on November 1, 2018. Customers under the User Pay Program are exempt from FSR riders.

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 kilometers of land mass. Supplies and fuel arrive either by ship – during the limited Arctic shipping season – or by air when deemed necessary.

2.6 Load Growth

QEC fosters the Inuit Societal Value of *Pijitsirniq* (serving and providing for family and/or communities) to ensure the Corporation provides safe, 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.

Over the coming years, QEC will replace the Kugluktuk power plant with Nunavut's first solar-diesel hybrid power plant. This has been made possible in part through the Government of Canada's Arctic Energy Fund (AEF) which are cost shared 75:25 by AEF and QEC respectively. Additionally, seven diesel power generators will be replaced in the communities of Chesterfield Inlet, Coral Harbour, Pond Inlet (2 generator sets), Rankin Inlet, Clyde River, and Whale Cove.

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 emissions through the integration of alternative energy technology and the use of more energy efficient electricity generation systems.

Through Natural Resources Canada's Clean Energy for Rural and Remote Communities (CERRC) Program, and the Arctic Energy Fund, QEC has been able to fund the development of a solar project that will be part of the new power plant in Kugluktuk. QEC has also secured funding from Environment and Climate Change Canada's Low Carbon Economy Fund for the construction of district heating systems (DHS) in Sanikiluaq and Taloyoak. These two new projects are in addition to existing DHS in Iqaluit, Arviat, Kugluktuk, Pangnirtung, and Rankin Inlet. QEC continues to work collaboratively with the Government of Nunavut to identify federal funding and investment opportunities that allow QEC to pursue new alternative energy projects.

3.0 Inuit Employment Plan

QEC has developed an Inuit Employment Plan (IEP) to 2023 that addresses issues and opportunities to increase Inuit employment, sets short, medium and long-term goals to increase capacity, and contains an action plan to achieve the goals. As of September 30, 2019, QEC's Inuit employment rate was 49%.

3.1 Inuit Employment Initiatives

Since 2012, the Corporation has made efforts to strengthen Inuit employment through the establishment of five initiatives. Each initiative is an independent but interconnected recruitment or development strategy with the overall intent of moving both current Inuit employees and new Inuit hires into planned skills development and career opportunities.

1. The **Inuit Leadership Development Program (ILDP)** aims to increase Inuit representation at the professional, middle, and senior management employment categories. The program features three streams of activity to support the development of Inuit employees to prepare them for leadership in the Corporation:
 - **Academic:** The program supports Inuit who wish to obtain certificates, diplomas, or degrees in an area of study that is beneficial to the Corporation.
 - **Experiential:** Inuit employees who have expressed interest and have shown dedication and commitment to professional growth are provided with temporary development assignments in professional and leadership roles. Five Inuit are currently on development assignments.
 - **Professional:** Corporation fully supports Inuit employees in obtaining professional licensing in their field. Two Inuit are currently pursuing professional accreditation in Accounting.
2. **Inuit Employee Career Development Plans** were established as part of QEC's commitment to lifelong learning for Inuit employees. Completing the development plan process with the support of the supervisor 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 training, and meaningful work experiences, employees work towards the next step on their career ladder as identified in their career development plan. Lateral moves within the Corporation and between departments and positions also provide opportunities for cross training.
3. The **Summer Student Program (SSP)** provides students with an opportunity to work within the Corporation. Students are hired for positions in their home community, providing them with exposure to local employment opportunities. Students in the SSP may also be considered for other Inuit employment opportunities. There were 21 students hired over the 2019 summer employment term.
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 professional certified Inuit journeypersons.

5. The **Inuit Employment Plan (IEP) Steering Committee** is mandated to review, analyze and provide feedback to senior management on policies and employment practices that impact Inuit employment. The IEP Steering Committee acts as a formal group to exchange ideas, concerns and solutions related to the Corporation's IEP.

3.2 Inuit Employment

With more focused and responsive Inuit employment initiatives in place, QEC has established Inuit employment targets. The targets for 2019-2020 include maintaining or increasing the number of Inuit employees as outlined in our Inuit Employment Plan.

Priorities (2019-2020)

- Create career development plans for up to 50% of Inuit employees.
Status: The Corporation expects to complete this priority by March 31, 2020. As of October 2019, 32 career development plans have been completed.
- Seek college and trade school partnerships.
Status: Through the GN Department of Family Services, a relationship has been established between QEC and the Nunavut Artic College in collaboration with the Rankin Inlet trades school.
- Revamp apprenticeship program.
Status: Program redevelopment will continue until into the next fiscal year.
- Recruit two Inuit apprentices.
Status: Recruitment of Inuit apprentices will be deferred until the program redevelopment is completed.
- Assist current Inuit employees in attaining high school equivalency.
Status: A memo was distributed to all QEC employees advising them of the PASS program. Currently three employees are registered in the program through Nunavut Artic College and the Department of Education. Employees who do not have a high school diploma are being identified for selection to receive support in attaining high school equivalencies where the lack of this credential is a barrier to future employment prospects.
- Recruit an Inuk intern.
Status: The IEP Administrator intern commenced employment on September 3, 2019.

Priorities (2020-2021)

- Create career development plans for up to 75% of Inuit employees.
- Revamp Inuit Leadership Development Program.
- Develop 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.

Priorities (2022-2023)

- Support cultural immersion through active engagement with QEC's IQ committee.

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 has three distinct yet interrelated sections: Office of the President and Chief Executive Officer (CEO), Corporate Affairs, and Legal Services. Working closely with the Board of Directors, the President and CEO leads QEC's strategic direction towards fulfilling its vision and mission, exercises overall leadership and management of the Corporation, and aligns the mandate of the Government of Nunavut with QEC's objectives. 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 (2019-2020)

- Implement QEC branding guidelines.
Status: The branding guidelines are anticipated to be completed by March 31, 2020.
- Review existing communication tools that are currently being utilized by QEC to better communicate with stakeholders.
Status: This review is expected to be completed by March 31, 2020.
- Track and monitor analytics for online presence.
Status: Expected to be completed by March 31, 2020. The communications team successfully completed back tracking for two previous years (2017 and 2018) and is working on the current calendar year.
- Implement corporate communications and social media policies.
Status: These policies have been completed and implemented.

- Conduct review of HR policies in collaboration with QEC's Department of HR.
Status: This review is complete and next steps have been identified.

Priorities (2020-2021)

- Develop internal policy guidelines.
- Develop crisis communications guidelines.
- Coordinate content for new intranet.
- Develop plan to promote QEC's 20th anniversary.
- Expand Energy Wise campaign promotion.

Priorities (2021-2022)

- Create community consultation guidelines.
- Promote QEC's 20th anniversary.
- Implement internal policy guidelines.
- Promote QEC as a top place for employment.
- Review Net Metering policy.

Priorities (2022-2023)

- Develop internal policy manual.
- Review Independent Power Producer policy.
- Review Social Media and External Communications policies.

4.2 Engineering

The Engineering Department is responsible for developing and implementing processes to ensure QEC provides safe, reliable, and efficient services to Nunavummiut. The Department also provides engineering design and technical support services to the Corporation. The Engineering team develops, maintains, and implements various corporate engineering standards and the capital plan. Engineering supports and partners with the Operations Department in ensuring that corporate business goals are consistently achieved at the lowest cost to customers, while achieving the highest possible standards in accordance with utility best practices.

Priorities (2019-2020)

- Complete upgrade of power distribution system in Resolute Bay.
Status: QEC expects this project to be completed by the end of summer 2020.
- Review QEC Project Management Standards.
Status: QEC expects this review to be completed by March 31, 2020.
- Complete all work related to new power plants in Grise Fiord and Cape Dorset.
Status: These projects are on schedule and are anticipated to be completed this fiscal year.

- Complete generator set replacement in Rankin Inlet, Coral Harbor, Chesterfield Inlet, Pond Inlet, Hall Beach, and Gjoa Haven.
Status: With the exception of Pond inlet and Gjoa Haven, all generator set replacements are on schedule to be completed this fiscal year. Pond inlet is on hold until 2020 due to a malfunction in another generator that would have been used as a backup during the planned replacement period. Due to safety concerns, QEC decided to postpone this project as this would have left no backup in case of emergencies. There were no bids submitted for the Gjoa Haven project, QEC is reviewing the tender and expects to retender the project in 2020.
- Tendering of Kugluktuk new power plant and distribution system extension project.
Status: The design contract is expected to be awarded by July 2020~~the end of 2019~~ and the construction contract by February 2021.
- Complete Qikiqtaaluk Region electrical distribution survey.
Status: QEC expects the contractor to have completed the distribution survey by the end of 2019.
- Submit major project permit application (MPPA) for a new power plant in Arctic Bay.
Status: This MPPA is anticipated to be submitted by the end of 2019.

Priorities (2020-2021)

- Complete plant condition assessment in Chesterfield Inlet and Gjoa Haven.
- Complete generator set replacements Pond Inlet, Whale Cove, and Clyde River.
- Complete Kivalliq and Kitikmeot electrical distribution survey.
- Complete Arctic Bay electrical distribution system extension.
- Start construction of new District Heating Systems (DHS) in Taloyoak and Sanikiluaq.
- Start feasibility study to determine how the DHS system in Iqaluit can be expanded.
- ~~Start construction of new hybrid diesel/solar power plant in Kugluktuk.~~
- Start design of new power plant in Arctic Bay.
- Submit MPPA for new power plant in Cambridge Bay.

Priorities (2021-2022)

- Based on the electrical distribution surveys conducted in previous years, create a work plan and prioritize identified projects for completion.
- ~~Complete construction of new hybrid power plant in Kugluktuk.~~
- Complete construction of new DHS in Taloyoak and Sanikiluaq.
- Start construction of new power plant in Arctic Bay.
- Start design of new power plant in Cambridge Bay, pending approval of MPPA.
- Start construction of new hybrid diesel/solar power plant in Kugluktuk.
- ~~_____~~

Priorities (2022-2023)

- Initiate DHS project in Iqaluit based on feasibility study report and funding availability.
- Complete construction of new power plant in Arctic Bay.

- Start construction of new power plant in Cambridge Bay.

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 (2019-2020)

- Conduct territorial protection device assessment of all power plant infrastructure to increase energy efficiency and reliability.
Status: QEC expects the assessment to be completed by March 31, 2020.
- Apply necessary changes to the inventory control system flowing from defined action plan.
Status: New control processes are in place. Further refinements and continuous improvement will take place as necessary.
- Implement departmental data reporting methods and deliver to Operations staff.
Status: Daily/weekly reporting implemented. Further refinement and continuous improvement process underway.

Priorities (2020-2021)

- Expand existing safety program to address unsafe conditions in the workplace in collaboration with the Health and Safety division
- Update Annual Work Plan, Annual Resource Plan, and Preventative/Predictive Maintenance program.
- Update weekly maintenance planning and scheduling process.

Priorities (2021-2022)

- Develop metrics to measure updated Annual Work Plan performance in terms of improved reliability and cost control.
- Develop metrics to measure success of updated weekly planning and scheduling processes.

Priorities (2022-2023)

- Review cost estimation process at the individual work order level for materials and labour.
- Review Annual Work Plan, Annual Resource Plan and Preventative/Predictive Maintenance program.

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 (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.
Status: The review is anticipated to begin in the fourth quarter of fiscal 2019-2020.
- Commence any required modification of existing financial processes as identified by the review of the Enterprise Resource Planning system.
Status: Work on this priority started in the third quarter of fiscal 2019-2020.
- Review inventory management solutions in collaboration with the IT and Operations departments.
Status: The review is underway and will be completed in 2020-2021.
- Develop *mechanisms* that support the preparation and filing of the next General Rate Application.
Status: Due to staffing shortage, this priority has been deferred until 2020-2021.
- Commence review and development of Key Performance Indicators.
Status: This review started in the third quarter of 2019-2020, QEC anticipates that the review will be completed this fiscal year. Development of the KPIs will commence in 2020-2021.
- 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.
Status: QEC recently hired a procurement manager with ten years GN experience. It is anticipated that this will assist in refining the procurement process at QEC.
- Implement new inventory control processes in collaboration with Operations department

Status: QEC has implemented an Inventory Usage Form and inventory reporting mechanism.

Priorities (2020-2021)

- Implement additional inventory control processes.
- Complete review and development of Key Performance Indicators.
- Complete review of inventory management software solutions.

Priorities (2021-2022)

- Commence customer survey to assess progress in dealing with customers' concerns and develop plan to improve areas where issues are identified.
- Implement Key Performance Indicators.
- Evaluate new inventory processes.

Priorities (2022-2023)

- Review Great Plains accounting system.
- Implement changes to customer care processes based on feedback arising from the customer survey.
- Evaluate Key Performance Indicators deployment.

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, safety, and environmental 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 (2019-2020)

- Develop hearing conservation plan for QEC and deliver hearing conservation testing.
Status: No quotes were received for the original RFQ so an IRFQ was requested. The quote received was over budget so this requirement will have to be revisited.
- Successfully complete Certificate of Recognition (COR) external audit.

Status: QEC passed its COR external audit with a score of 86%.

- Update the Safety Rule book to reflect changes to the Health and Safety manual.

Status: QEC anticipates the updated safety rule book to be completed March 31, 2020.

Priorities (2020-2021)

- Create online arc flash awareness program to be used internally for new and existing employees.
- Create and implement 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.
- Implement new Staff Housing Policy and Procedure Manual.
- Start construction of new head office in Baker Lake.

Priorities (2021-2022)

- Develop and implement online Work Protection Code training program for contractors and employees.
- Complete construction of a new head office in Baker Lake.
- Complete restructure and update of the Environmental Manual and associated standard operating procedures.

Priorities (2022-2023)

- Create a Standard Operating Procedure Manual for environmental/health safety procedures and safe work practices.
- Remove approximately 1500 meters of single-walled underground piping that tie into QEC's fuel system in Kugluktuk.

4.6 Human Resources

The Human Resources (HR) Department is responsible for staffing/recruitment, job evaluation, employee/labour relations, training, Inuit employment programs, and overall strategic/operational HR initiatives for the Corporation. The Department further ensures that all of the Corporation's HR activities are completed in compliance with Inuit Qaujimajatuqangit (IQ), Article 23 of the *Nunavut Agreement*, applicable employment legislation, directives, human resources policies, employment contracts and Collective Agreements. The HR Department designs and implements progressive HR plans that enhance overall corporate capacity, and ensure the Corporation successfully meets the growing energy demands of Nunavummiut.

Priorities (2019-2020)

- Implement Time Capture, Attendance Management, Human Resources Information systems.

Status: A contract has been signed with a vendor. Phase 1 is scheduled for completion in January 2020. Phase II (full functionality) is anticipated to be completed by October 2020.

- Assess potential Applicant Tracking System
Status: A contract has been signed with a vendor. The expected completion date is August 31, 2020.
- Assess effectiveness of QEC Performance Management System.
Status: A comprehensive review is anticipated to be completed by March 31, 2020.
- Develop respectful workplace training.
Status: Respectful workplace training has been developed and delivered to QEC's Head office, Cambridge Bay and Rankin Inlet regional offices and for all plant operators during QEC's annual plant operator training workshop in October 2019.
- Implement cultural orientation training.
Status: New employees are actively being advised to attend Cultural Competency Workshops offered by the Government of Nunavut. Updates with availability of GN training courses have been sent to all employees.

Priorities (2020-2021)

- Commence update of HR policies arising from review in collaboration with Corporate Affairs department.
- Implement Applicant Tracking System.
- Deliver respectful workplace training.
- Implement updated Performance Management System.

Priorities (2021-2022)

- Continue update of HR policies in collaboration with Corporate Affairs department.
- Evaluate Human Resources Information systems.
- Evaluate Applicant Tracking System.
- Evaluate respectful workplace training.
- Develop employee engagement survey to assess and improve employment experience at QEC.

Priorities (2022-2023)

- Develop supervisor and management orientation for those new to their positions.
- Evaluate findings of the employee engagement survey and develop strategies to implement improvements.

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 (2019-2020)

- Implement electronic billing to customers based on the results of internal testing.
Status: QEC expects to implement electronic billing this fiscal year.
- Begin comprehensive review of Information Technology policies.
Status: All IT policies have been reviewed and next steps identified.
- Review implemented software and technologies to ensure proper business relevance.
Status: IT is currently reviewing software located in Baker Lake and Iqaluit. This review is anticipated to be completed this fiscal year.
- Implement Human Resources Information System Software (HRIS).
Status: A contract has been signed with a vendor and phase 1 is scheduled for completion in January 2020.
- Review Inventory Management solutions.
Status: Internal conversations are continuing with QEC departments of Finance, Operations and IT. The review is anticipated to be completed in 2020-21 followed by the development of a work plan.
- Review Property Management software.
Status: QEC has selected a vendor and will start the implementation of software this fiscal year.

Priorities (2020-2021)

- Complete review and update of Information Technology policies.
- Complete implementation of HRIS.
- Implement Property Management software.

Priorities (2021-2022)

- Review existing communications and internet infrastructure.
- Review existing software to ensure alignment with corporate needs.

Priorities (2022-2023)

- Review benefits of on-premise vs. off-premise data storage.
- Develop work plan to address gaps identified arising from previous year's review of existing infrastructure and software.

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 Qaujimagatuqangit 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.

Simeonie Akpalialuk

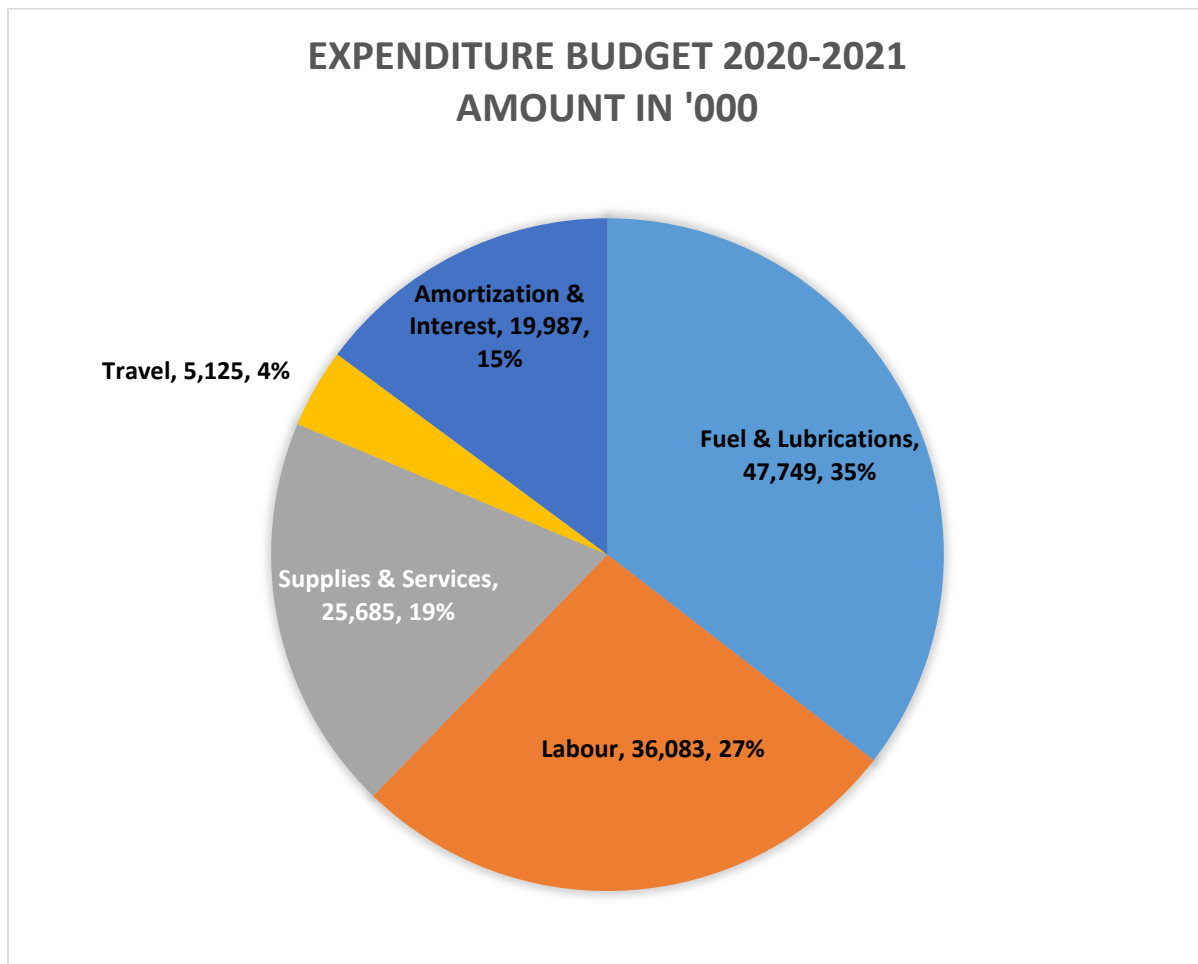
Chairperson, Board of Directors
Qulliq Energy Corporation

Appendix A - 2020-2021 Capital Budget

Community	Description	
Cambridge Bay	Staff house renovation 3 Tuktu	
Cambridge Bay	Staff house renovation 6 Tuktu	
Gjoa Haven	Quonset hut garage	
Taloyoak	Installation of District Heating System	
Taloyoak	Quonset hut garage	
Kugaaruk	RBD line truck	
Kugluktuk	Power plant replacement	
Kugluktuk	500kW Solar PV Panel Project	
	Kitikmeot Region	\$29,364,000
Baker Lake	Head office building	
Whale Cove	Generator set replacement	
	Kivalliq Region	\$9,678,000
Pangnirtung	RBD Truck	
Resolute Bay	Transient staff house renovation	
Pond Inlet	Generator set replacement G4	
Arctic Bay	Power plant replacement	
Clyde River	Generator set replacement G3	
Clyde River	Generator set replacement G2	
Sanikiluaq	Installation of DHS system	
	Qikiqtaaluk Region	\$16,727,000
Corporate	Computers and program upgrades	
	Unidentified capital projects	
	Corporate	\$617,000
TOTAL CAPITAL EXPENDITURES BEFORE GOVERNMENT CONTRIBUTIONS		\$56,386,000
LESS	Arctic Energy Fund Contribution	\$25,828,000
	Low Carbon Emissions Fund Contribution	\$4,614,000
	Clean Energy for Rural and Remote Communities	\$2,167,000
	Total Contributions	\$32,609,000
QEC NET CAPITAL COST BUDGET		\$23,777,000

Appendix B - 2020-2021 Operations & Maintenance Budget

Amounts in '000	Territorial	Qikiqtaaluk	Kivalliq	Kitikmeot	Total
Revenue					
Sales of Power		71,517	35,209	27,050	133,776
Sales of Residual Heat	1,260				1,260
Other Revenue	39,014		180	480	39,674
Total Revenue	40,274	71,517	35,389	27,530	174,710
Expenses					
Fuel & Lubrications		27,669	12,073	8,007	47,749
Labour	20,848	8,614	3,843	2,778	36,083
Supplies & Services	16,518	4,042	2,747	2,378	25,685
Travel	3,149	1,290	384	302	5,125
Amortization & Interest	19,987				19,987
Total Expenses	60,502	41,615	19,047	13,465	134,629



BUDGET SUMMARY REPORT 2020-2021

	AMOUNT IN CAD
TOTAL REVENUE	174,710,000
Fuel and lubricants	47,749,000
	<hr/>
GROSS MARGIN	126,961,000
Payroll	36,083,000
Supplies & Services	25,685,000
Travel & Accommodation	5,125,000
	<hr/>
TOTAL OPERATING EXPENSES	66,893,000
	<hr/>
EARNINGS BEFORE INTEREST TAX DEPRECIATION AND AMORTIZATION	60,068,000
Amortization & interest	19,987,000
	<hr/>
NET INCOME	40,081,000

Appendix C – Employment Summary

Departmental Inuit Employment Targets				
Qulliq Energy Corporation	As at Sep. 30 2019		For March 31, 2021	
		Capacity %		Capacity %
Total Department Positions	209.4		206.8	
Total Filled Positions	183.8	88%	192.4	93%
Total Vacancies	25.6	12%	14.4	7%
Total Beneficiaries	90.8	49%	102.4	53%
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Beneficiaries in Executive Positions	1	50%	1	50%
Total Senior-Management Positions	10		7	
Total Filled Senior-Management Positions	9	90%	7	100%
Total Vacant Senior-Management Positions	1	10%	0	0%
Total Beneficiaries in Senior-Management Positions	0	0%	0	0%
Total Middle-Management Positions	29		22	
Total Filled Middle-Management Positions	21	72%	20	91%
Total Vacant Middle-Management Positions	8	28%	2	9%
Total Beneficiaries in Middle-Management Positions	4	19%	2	10%
Total Professional Positions	99		15	
Total Filled Professional Positions	91	92%	14	93%
Total Vacant Professional Positions	8	8%	1	7%
Total Beneficiaries in Professional Positions	32	35%	0	0%
Total Paraprofessional Positions	44.4		97	
Total Filled Paraprofessional Positions	38.8	87%	90	93%
Total Vacant Paraprofessional Positions	5.6	13%	7	7%
Total Beneficiaries in Paraprofessional Positions	31.8	82%	43	48%
Total Administrative Positions	25		63.8	
Total Filled Administrative Positions	22	88%	59.4	93%
Total Vacant Administrative Positions	3	12%	4.4	7%
Total Beneficiaries in Administrative Positions	22	100%	56.4	95%

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