

TABLE OF CONTENTS

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

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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 2021-2024 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 four territorial corporations. The Business Plan is a strategic and operational plan tied to the Main Estimates, which provides details of expenditures projected to be incurred.

The Business Plan is introduced by *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 territorial corporations, their business lines, Inuit employment targets and objectives, as well as the corresponding budgets contained in the Government of Nunavut’s 2021-2024 Main Estimates. For each line of business, a status report is provided on priorities identified for the 2020-2021 fiscal year. New priorities for each program are outlined for 2021-2024. COVID-19 related impacts and actions have been noted in the Business Plans.

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

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

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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*.



Inuuvut

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.

ᐱᓐᓐᓐᓐᓐᓐ **Pivaallirutivut**

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

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

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

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

Our priorities are:

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

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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.

ᐃᐅᐸᑦᑦ **Inuunivut**

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

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

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

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

Our priorities are:

- Ensuring that government programs and services are more effective and relevant through Inuit Qaujjimajatuqangit 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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Katujjigatiinnivut

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

Demographics 1

Geography..... 3

Economy 3

Social and Cultural Factors 10

Environment 21

Energy and Infrastructure 23

Resource and Capacity Challenges 27

Governance 31

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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.

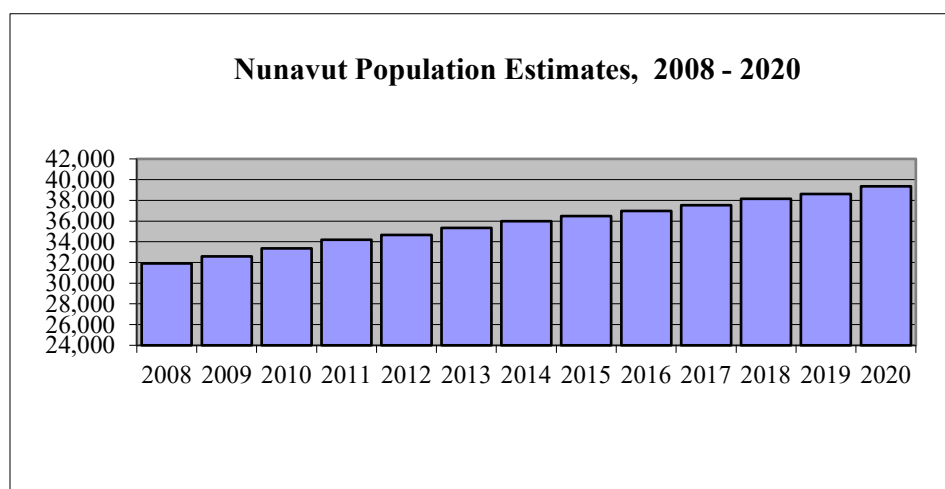
The environmental factors having the most direct impacts on our work include:

- 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

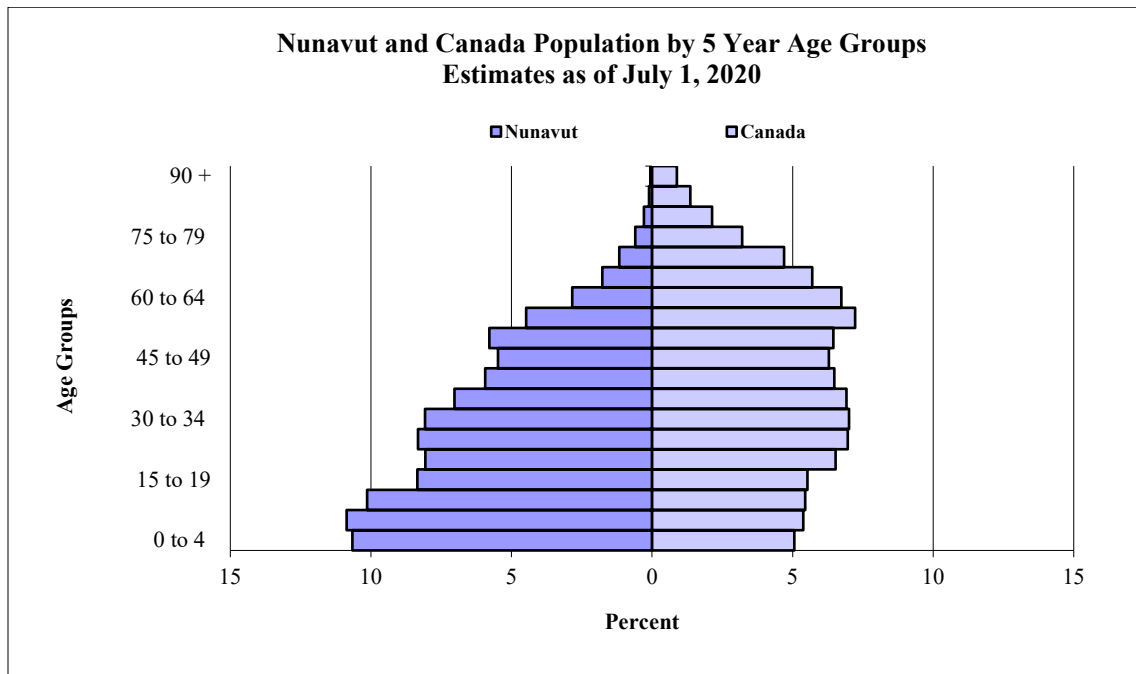
since 2007. Nunavummiut over 64 make up 4.0% of the population, as compared to 17.5% in Canada.

Nunavut and Canada Population by age groups
Estimates as of July 1, 2020

Age Groups	Nunavut	Canada	Nunavut %	Canada %
Less than 15 years	12,459	6,038,647	31.7	15.9
15 to 64 years	25,323	25,130,725	64.3	66.1
65 years and over	1,571	6,835,866	4.0	18.0
Total	39,353	38,005,238	100	100

Source: Statistics Canada, Demography Division

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



Source: Statistics Canada, Demography Division

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

Geography

Nunavut’s many beautiful landscapes, natural resources and ecological zones provide many opportunities. However, the sheer size of the territory in relation to its population causes considerable challenges as well. Nunavut covers 1.994 million square kilometres of land mass, with a population estimated at 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 July 1, 2019

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

Source: Nunavut Bureau of Statistics

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

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

Economy

Nunavut’s mixed economy is characterized by 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 2020 to September 2020, the number of employed people in Nunavut was estimated at 13,000, which was down from the same period in the previous year. Also, on average for July 2020 to September 2020, the employment rate stood at 48.7%, while the unemployment rate was estimated at 16.0%.

Over the past 12 months, employment for Inuit showed a decrease and Non-Inuit residents has been showing signs of increase. The Inuit employment rate decreased 5.0 percentage points or from 53.7% to 48.7%. For Non-Inuit, the rate went up by 0.6 percentage points and currently stands at 89.7%.

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 7, 2020, there were 101 active apprentices and 16 trade qualifiers, people who are in the process of applying for journeyman status in Nunavut based upon prior experience. Registration levels have held relatively consistent in the past seven years, indicating the industry's continued support for apprenticeship. 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 demographic information, labour market information and statistics regarding the educational attainment rates of young Nunavummiut, there is a growing need for targeted youth programs, for Nunavummiut who are not in school and between the ages of 15-30. As a result, new youth labour market training initiatives are being developed and delivered to enhance current youth programming.

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	2018	2019	Change
	Total Recipients	Total Recipients	
Arctic Bay	484	450	-34
Kinngait (Cape Dorset)	822	785	-37
Clyde River	755	647	-108
Grise Fiord	34	16	-18
Sanirajak (Hall Beach)	532	495	-37
Igloolik	1156	1085	-71
Iqaluit	1065	1027	-38
Kimmirut	236	239	3
Pangnirtung	733	746	13
Pond Inlet	802	782	-20
Qikiqtarjuaq	359	322	-37
Resolute Bay	33	30	-3
Sanikiluaq	524	537	13
<i>Total Qikiqtaaluk</i>	<i>7535</i>	<i>7161</i>	<i>-374</i>
Arviat	1230	1273	43
Baker Lake	554	578	24
Chesterfield Inlet	88	63	-25
Coral Harbour	420	414	-6
Rankin Inlet	688	696	8
Nauyasat	382	424	42
Whale Cove	203	206	3
<i>Total Kivalliq</i>	<i>3565</i>	<i>3654</i>	<i>89</i>
Cambridge Bay	426	391	-35
Gjoa Haven	888	858	-30
Kugluktuk	644	654	10
Kugaaruk	741	765	24
Taloyoak	689	659	-30
<i>Total Kitikmeot</i>	<i>3388</i>	<i>3327</i>	<i>-61</i>
Total Nunavut	14488	14142	-346

Given the high rates of Nunavummiut on Income Assistance, the Department of Family Services is exploring ways to provide greater opportunities to help more Nunavummiut move towards self-reliance and independence.

A feasibility study on Guaranteed Basic Income (GBI) will start in the fall of 2020 to see if GBI is a viable option for Nunavut. Current Income Assistance programming is being updated to reflect reorganization of Family Services that started in December 2019.

Income Assistance programming was impacted by Ransomware in November 2019 and then by COVID-19 programming in the spring and summer of 2020. Due to federal benefits the Income Assistance program saw a decrease of almost 50% of clients due to the number of Nunavummiut who received federal benefits comparing February 2020 with September 2020.

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, Nunavut Median Total Income was \$30,670, and the 2017-18 Canadian Community Health Survey measured household food insecurity in Nunavut at 49.4% (about 25.8% moderate and 23.7% severe food insecurity), with 42.7% 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 fall 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.

Considering this, the Department of Family Services collaborated with the Nunavut Housing Corporation and Employment and Social Development Canada to conduct the Nunavut Hidden Homelessness Survey (NHHS) in 2018. The goal of this research was to develop a better understanding of the needs and circumstances of Nunavummiut experiencing homelessness.

Table 1

Individuals by Housing Status and Community, Listed by Respondent, Nunavut Hidden Homelessness Survey				
Questions: Does this person... - Sleep only here? - Live here?				
	Pond Inlet	Clyde River	Arviat	Gjoa Haven
	Count			
Have a home, sleep only at one place	317	133	338	262
No home base, sleep only at one place	1	0	5	7
Have a home base, sleep at multiple places	1	2	8	2
No home base, sleep at multiple places	15	7	6	12
Total	334	142	357	283
	%			
Have a home, sleep only at one place	94.9	93.7	94.7	92.6
No home base, sleep only at one place	0.3	0.0	1.4	2.5
Have a home base, sleep at multiple places	0.3	1.4	2.2	0.7
No home base, sleep at multiple places	4.5	4.9	1.7	4.2
Total	100.0	100.0	100.0	100.0

Table 2

Dwellings by Number of Other Rooms Used for Sleeping and by Community, Nunavut Hidden Homelessness Survey				
Question: Which other areas of the house are used for sleeping? (Check all that apply)				
Other Rooms for Sleeping	Community			
	Pond Inlet	Clyde River	Arviat	Gjoa Haven
Dwellings (Survey Count)				
0	42	17	35	23
1	23	14	42	23
2	8	3	4	5
>=3	2	0	3	1
Total	75	34	84	52
%				
0	56.0	50.0	41.7	44.2
1	30.7	41.2	50.0	44.2
2	10.7	8.8	4.8	9.6
>= 3	2.7	0.0	3.6	1.9
Total	100.0	100.0	100.0	100.0
Dwellings (Community Estimate)				
0	204	130	263	132
1	112	107	315	132
2	39	23	30	29
>=3	10	0	23	6
Total	365	260	630	299

A snapshot of the survey results as outlined in Table 1, showed that between 5% and 7% of individuals across all four communities reported experiencing a form of hidden homelessness. The Table 2 shows that in all four communities, 44% to 56% of households used at least one area that is not a bedroom for sleeping while 31% to 50% of households used one “other” area for sleeping. Strategic 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 to housing. One tool that can help us determine what programs are working well, what needs improvement, and where we should refocus our resources to strengthen programs and services is the Minister’s Annual Report on Poverty Reduction. The FY 2017/2018 and FY 2018/2019 Minister’s Annual Reports outline many programs and services that are available in Nunavut communities to address poverty-related issues that affects Nunavummiut’s health, wellbeing, food security, housing, ability to access opportunities for learning and work.

Social and Cultural Environment

Culture and Heritage

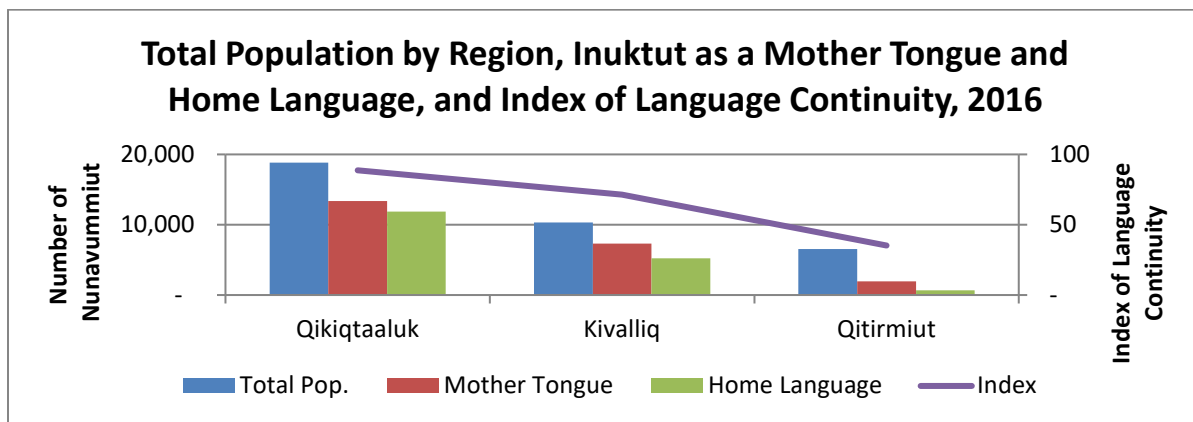
Nunavummiut have expressed a desire to have a government that reflects Inuit values, traditional knowledge, and approach to life. The Government of Nunavut continues to work at integrating Inuit Societal Values in all of the government’s policies, programs, and workplaces; makes progress towards a representative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

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. Inuktut 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 Inuktut 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 Inuktitut to equal status. This level of statutory protection of an aboriginal language is unprecedented across Canada. The Act creates obligations for the Legislative Assembly, the Courts, and the Government of Nunavut to actively offer their communications and services to the public in the official languages.

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

The Government of Nunavut is committed to implementing its language legislation. The Government of Nunavut's Uqausivut 2.0 Plan, a comprehensive plan to implement the provisions of the language laws, sets out 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. 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 an ongoing collective effort from the GN in order to achieve the framework's goals and strategic priorities.

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

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

Youth

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 Inuktit 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 Inuktit in the workplace and ensuring that there are government positions that can provide services and programs in the language of choice.

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

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

Heritage

Nunavut's unique culture and history forms a defining element in the creation of the territory. The material record of the human history of Nunavut and the accomplishments of past generations takes many forms, including hundreds of archaeological artifacts, museum specimens, cultural landscapes, and Inuktit toponymy. The archival record is captured in written documents, photographs, moving images and oral histories that represent political developments, family histories, Inuktit 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 Inuktit 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. However, 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 are limited, and some facilities have long waitlist, particularly in Iqaluit.

Despite efforts to train new early childhood educators and enhance the skills of existing educators 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 10% annually since the inception of the territory. Despite these modest gains, Nunavut remains the jurisdiction with the lowest proportion of graduates across Canada.

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

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

Nunavut's school average attendance rate was 76.5% in 2019/20 and this affects student achievement. Missing one day of instruction per week can result in years of instruction being lost and in turn lower student achievement. This complex issue is difficult to address and the Department of Education is exploring an integrated approach to document and promote strategies that will increase parental and community engagement with schools, including the development of a Family Engagement Strategy, and a Registration and Attendance Toolkit for District Education Authorities, and the Commission scolaire francophone du Nunavut, and the development of a family engagement website.

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 twelve communities enrolled in the program.

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

Health Status of Nunavummiut

There are many unique challenges to delivering health care in Nunavut as compared to the rest of Canada, including the high cost of health service delivery in rural, northern, and remote communities, the reliance on medical travel and limited 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 problematic substance use—tobacco, alcohol, and other drugs as the foundations of health promotion and prevention. The Government of Nunavut's health promotion programs continue to engage Nunavummiut and develop community programming aimed at reducing these stated harms while promoting food security and nutrition. The social determinants of health illustrate that there are many factors that impact health and health outcomes of individuals, such as access to housing, educational opportunities, and steady employment.

Healthy living encourages healthier pregnancies, lower rates of chronic and communicable disease, and improved mental wellness. Traditional and clinical approaches both play a role in encouraging Nunavummiut to maintain or regain their health and well-being. Healthy living also closely relates to investments in infrastructure that support wellness. This includes the right to safe drinking water, safe and adequate housing, and access to recreational activities, accessible education, economic development, healthy community and family ties, and above all, quality of life.

Tuberculosis (TB) continues to be an issue facing Nunavummiut. In 2019, there were 54 cases of TB in Nunavut. Nunavut's TB rate is approximately 50 times higher than the national average. Tuberculosis rates in Nunavut are exacerbated by multiple overlapping factors. Social determinants of health, including housing conditions and income levels, affect Nunavummiut's

overall health outcomes. For TB, overcrowded housing, smoking, and long winters necessitating more time indoors, are particular concerns.

Sustainability of the Health System

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

- Working with key stakeholders to establish in-territory long-term care facilities and approaches to addictions and trauma treatment;
- Investing resources into public and population health, recognizing that increasing health resources for health promotion and prevention now will help reduce the high cost of chronic diseases and acute care services in the future;
- Taking a proactive approach to patient-centered, innovative health solutions through technology and quality of care to ensure that clinical expertise and services are available to Nunavummiut;
- Recognizing the health system must reflect the vibrant cultures of the communities it serves through regular community engagement, quality of care and patient safety, investments in care providers, and Indigenous Cultural Competence training.
- Strengthening the overall financial and administrative management of Nunavut's health care system to support the sustainability of service delivery in the territory.

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.

Family Wellness

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

As of July 22nd, 2020, there were approximately 140 approved foster homes in Nunavut. Of all children/youth (543) currently supported by the Department of Family Services, 306 or 56% are receiving foster care services. Of the 306 children and youth in foster care, half (153) are in placement with extended family.

As of April 2020, Foster Care Rates were raised for the first time since 2004:

New Per Diem Rates	
Communities	Per Diem Rate
Zone 1: Arviat, Iqaluit, Rankin Inlet	\$58
Zone 2: Arctic Bay, Baker Lake, Cambridge Bay, Chesterfield Inlet, Gjoa Haven, Hall Beach, Igloolik, Kugluktuk, Nauyasat, Whale Cove	\$60
Zone 3: Cape Dorset, Kimmirut, Pangnirtung, Sanikiluaq, Taloyoak	\$62
Zone 4: Clyde River, Coral Harbour, Grise Fiord, Kugaaruk, Pond Inlet, Qikiqtarjuaq, Resolute Bay	\$65

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

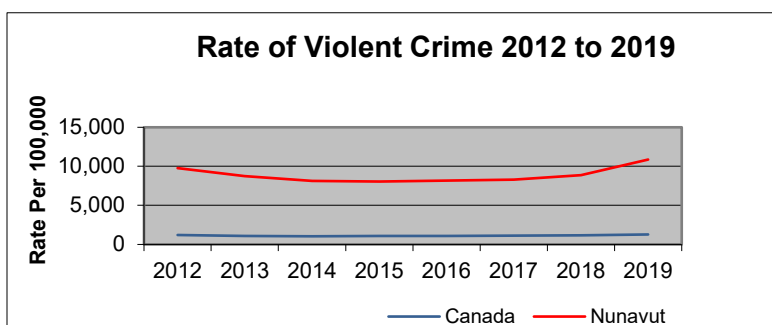
The rate of family violence in Nunavut is 10 times the national average. The Government of Nunavut continues to provide community-level support to those experiencing family violence through services delivered by Community Social Services Workers, Family Resource Workers, Family Violence Shelters, and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

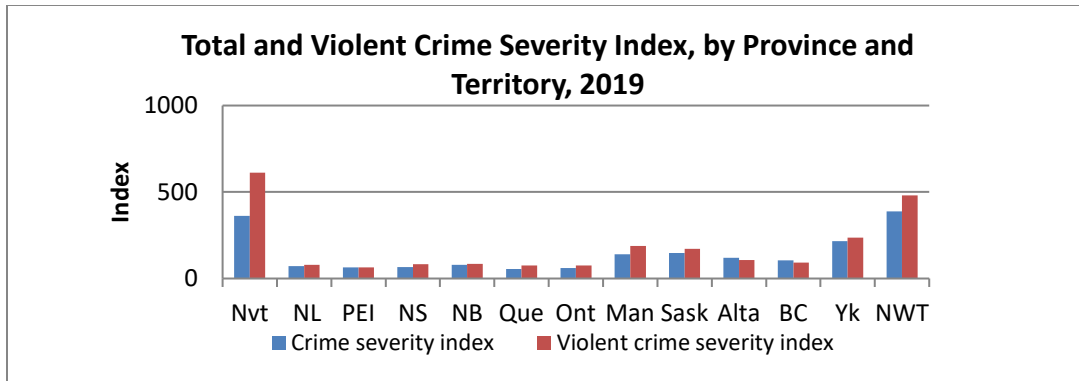
Justice & Crime Prevention

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

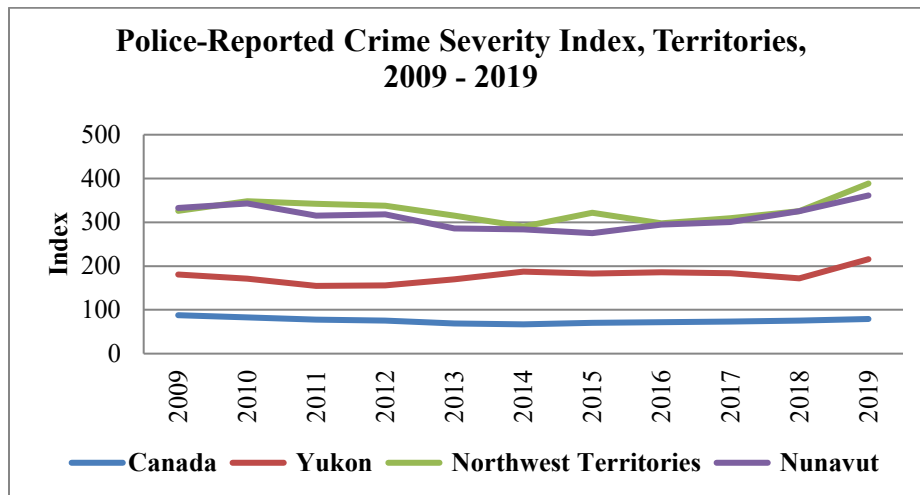
Crime Rate

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 2019 was 361.27, which is second only to the Northwest Territories (388.55), and far exceeds the national average of 79.45.



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 Ikajuqtigiinniq Project focusing on crime prevention and wellness at the community level.

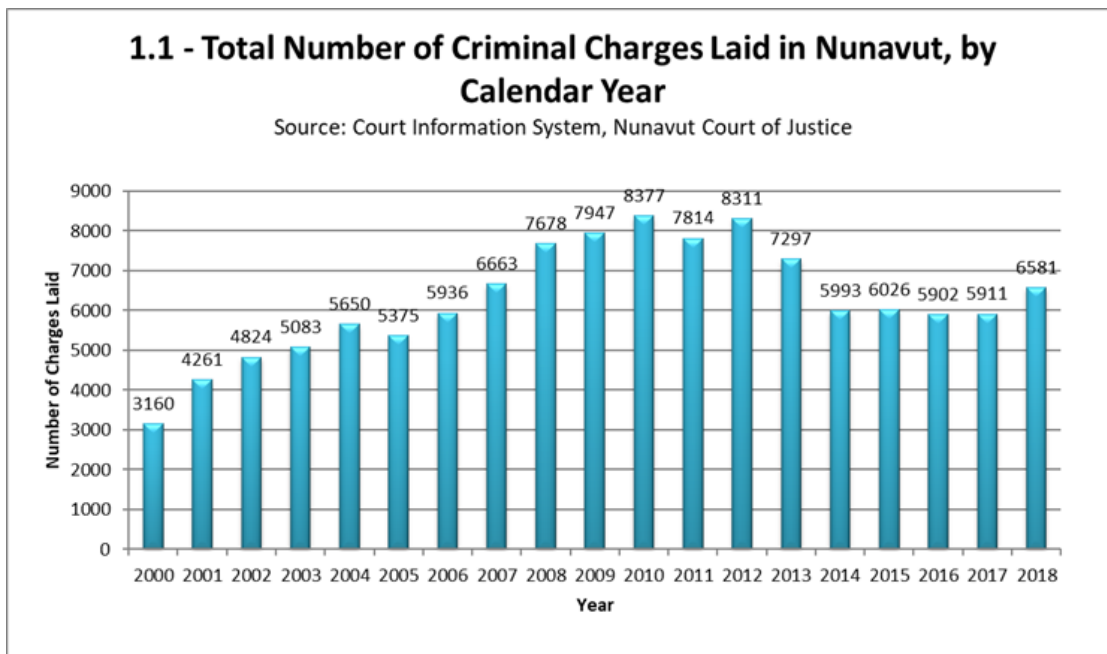
Corrections

The Government of Nunavut is making progress in its corrections role. The Department of Justice opened Nunavut’s first women’s correctional facility in June 2010, 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 in Nunavut.

Courts

High crime rates place extra stress on the court system. Criminal cases continue to consume a substantial proportion of the Nunavut Court of Justice’s time and resources. The Nunavut Court of Justice, as Canada’s only unified trial level court, presides over all summary and 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. The court also has a roster of deputy judges. Judges of the Supreme Court of the Northwest Territories and Supreme Court of Yukon are included in this number as they are *ex-officio* judges of the Nunavut Court of Justice by virtue of their status as Superior Court Judges in the two other territories.

The following chart illustrates the number of criminal charges laid in Nunavut from the year 2000 to 2018.



Alternatives to the formal court process, such as restorative justice and community justice, as well as programs that focus on the root causes of criminal activity 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 167 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 Inuktut among officers. Inuktut 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 Inuktut 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 - Maliganik Tukisiniarvik Legal Services (Iqaluit), Kivalliq Legal Services (Rankin Inlet), and the Kitikmeot Law Centre (Cambridge Bay). In addition to the staff lawyers, LSB employs an executive management team, which consists of a Chief Executive Officer, a Chief Operations Officer, and a Comptroller. LSB also employs a director for each region. In the Gjoa Haven office there are three Government of Nunavut employees assigned to the LSB - Finance/Office Manager, the Senior Statute Administrator and a Finance & Operations Analyst/Statue Clerk.

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

In 2018/19, LSB maintained its stable practice and services delivery in the criminal, family and civil portfolios. There were 463 applications for full coverage in criminal law, and 463 applications in family and civil law. LSB staff attended 412 circuit weeks throughout Nunavut, and 57 stand-

alone weeks in the communities for judge alone trials, jury trials, preliminary hearings or otherwise.

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 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 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 continually evolve the process, with the goal of improving efficiency and communications. At the same time, the *Nunavut Agreement* also allows the Minister of Environment to take interim action in “urgent and unusual circumstances” when wildlife populations are at risk. In some locations in Nunavut, the demand for harvesting opportunities is exceeding the available supply resulting in restrictions on harvesting.

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

Climate Change

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

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

- 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 has 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

The slow speed of current satellite communications means that Nunavummiut are unable to take advantage of the full capabilities of the Internet. Ensuring access to reliable and affordable telecommunication systems, including broadband Internet, is vital to improving the economic, educational, health and safety outcomes of Nunavummiut.

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.

Improvements to telecommunication services will allow Nunavummiut to access a full range of health care services, including the ability to perform x-rays, early cancer detection, eye doctor appointments, telehealth, specialist appointments and other services not currently available as a result of limited broadband capacity.

Educational benefits from increased broadband include: enhanced distance learning opportunities, access to online resources and cloud applications.

Improved telecommunications services will also create new economic development opportunities for Nunavut. The ability to access cloud-based services and other digital technologies will enable new business opportunities in all sectors of our economy 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 in 2017 to enhance Nunavut's 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 CRTC was reminded that Nunavut was the most underserved region in Canada for telecommunication services and given the CRTC's declaration that broadband Internet service is a basic service for Canadians, Nunavut should be a priority for funding.

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 seek out additional funding sources, including potential private sector partners.

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 and stability of senior staff remains the key to keeping communities financially sound.

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

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

Community Infrastructure

The 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. Growing community populations and the use of facilities beyond their expected lifecycle have placed an increased demand on already aging facilities. Innovative infrastructure design, such as multi-use facilities and more rigorous planning towards sustainable community growth, has helped position the Government of Nunavut for more effective use of limited capital resources.

Integrated Community Infrastructure Sustainability Plans were established in 2010 as part of the Federal Gas Tax Agreement to help municipalities create and measure long-term goals for infrastructure development. These plans have now evolved into living documents through the integration of an online webtool, www.buildingnunavut.com, which 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 at Infrastructure Canada 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 the 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 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 municipalities in building their human resource capacity through the Municipal Training Organization. The Municipal Training Organization has a mandate to identify community staff training needs; provide training to address those needs; and to encourage the use of best practices with the goal of continuous performance improvement to enhance every aspect of municipal operations. The Municipal Training Organization is a non-profit school for community government with a Board of Directors made up of the senior administrators of municipalities 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 strong, sustainable public service and representative public service leads to an efficient government. The Government of Nunavut (GN) is committed to attracting, developing, and retaining skilled employees who are motivated to contribute to the well-being of Nunavummiut and a positive future for the territory. The GN 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, a small skilled and qualified labour pool and the COVID-19 global pandemic continue to make it a challenge for the GN to reach full staffing capacity.

Implementing and reporting on the progress of the departmental Inuit Employment Plans' targets, ongoing outreach efforts in promoting the GN as an employer of choice, identifying Inuit role model employees as brand ambassadors, working with departments and public bodies to fill long-term and hard-to-fill vacancies, prioritizing the needed skills, reviewing and improving the staffing processes, and building an Inuit skilled talent pool are some of the activities the GN is focusing on to build and improve capacity.

As of September 30, 2020, GN departments and public bodies had an average capacity of 71%, although this number varies from community to community. For example, Kugaaruk was at 85%, whereas Resolute Bay was at 61%. The 2019-20 Public Service Annual Report indicates the retention rate as 89%. 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 qualified labour force and retaining such talent is a global challenge. The GN's compensation and total rewards package to attract and retain employees includes subsidized staff housing, household allowance, Nunavut northern allowance, competitive salaries and health and dental benefits, continuous service bonuses, recognition of long-term service, bilingual bonuses (Inuktitut and French), holiday closure days etc. The GN is also committed to continued investment in the professional and career development of all employees, with an emphasis on increasing Inuit employment in professional and leadership roles in the public service.

Inuit Representation in the Public Service

The Government of Nunavut, under Article 23 of the Nunavut Agreement, has an obligation to achieve a workforce that is representative of the population across all employment categories. This presents a significant challenge to most departments and public bodies within the GN. To help achieve Inuit representation, the GN developed and implemented a Master Inuit Employment Plan 2017-2023 and departmental Inuit Employment Plans (IEPs) with short, medium, and long-term

goals and an action plans to achieve these goals. In addition, the GN continues to develop and support programs and tools to train, develop and engage Nunavut Inuit.

The Sivuliqtiksat Internship and the Hivuliqtikhanut Leadership Development Programs continue to produce graduates who are ready to take on new opportunities. The recently developed and implemented programs targeted at Nunavut Inuit employees (Amaqtaarniq Education Leave Program, Policy Development Program, Career Broadening Program, and Training Travel Fund), are showing encouraging results. Priority Hiring, Restricted Competitions and Direct Appointments are some of the policy tools used to increase and enhance Inuit employment in the GN.

As of September 30, 2020, overall Inuit representation across all employment categories in the public service slightly decreased from 50% to 49.5% (between July 1, 2020 and September 30, 2020). This was largely due to seven Inuit employees who changed their employment status (from active to education leave). These Inuit employees are pursuing post-secondary education under the Amaqtaarniq Education Leave Program. Currently 16 Inuit employees are advancing their education in the Amaqtaarniq Education Leave Program.

As of September 30, 2020, there were 5,224 GN positions, with Nunavut Inuit occupying 1,822 of the 3,685 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 33% in Iqaluit and ranges from 41% in Resolute Bay to 72% in Grise Fiord and Qikiqtarjuaq.

Acquisition of Goods and Services

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

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

Petroleum Products

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

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

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

Financial Resources

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

Until our private-sector economy and tax base expands, the GN will continue to rely on federal transfers and targeted funding initiatives. 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:

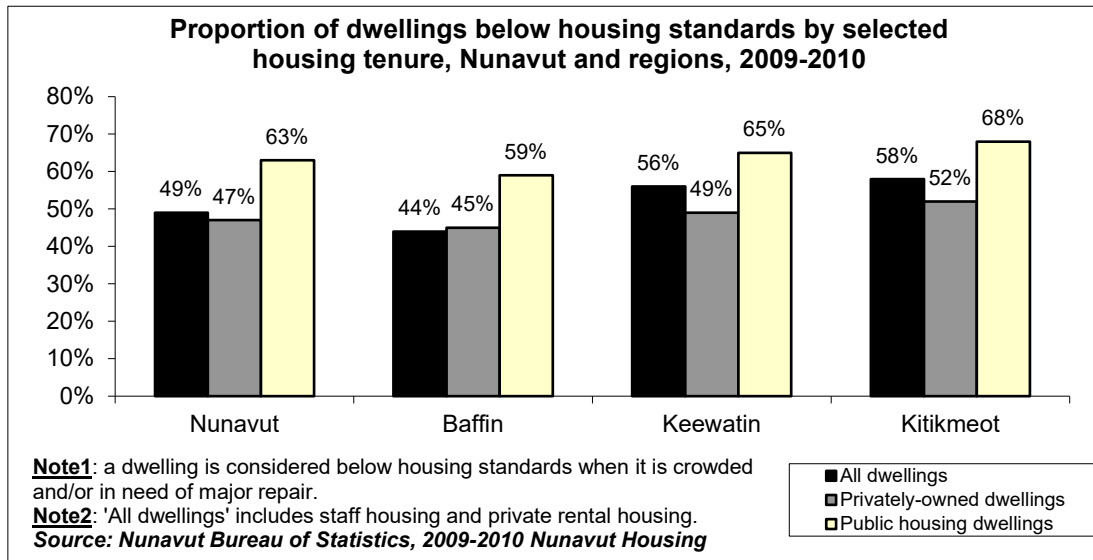
- 35 % of Nunavut homes were overcrowded;
- 23% of Nunavut homes were in need of major repairs;
- Approximately 4% of the population (1,220 individuals) was “homeless” – including those living temporarily in another person's dwelling.

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 21,537 public housing tenants in 5,673 units. In all, 73.8% of those living in public housing and over the age of 18 earn less than \$27,041 a 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.

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

Environmental Scan

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

INUIT EMPLOYMENT PLAN – Government of Nunavut Departments

Introduction

The Government of Nunavut is committed to achieving a representative workforce with the guidance of Article 23 of the *Nunavut Agreement* by providing opportunities to enhance Inuit participation in government employment. The representative level is defined as the ratio of Inuit to the total population in the Territory and applies to all 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, 2020 by occupational category:

September 30, 2020	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	35	8	27	77%	11	41%
Senior Management	153	37	116	76%	24	21%
Middle Management	417	111	306	73%	83	27%
Professional	1739	499	1240	71%	330	27%
Paraprofessional	973	341	632	65%	388	61%
Administrative Support	1271	386	885	70%	746	84%
TOTALS	4588	1382	3206	70%	1582	49%

Note: The table above only reports on established positions of the 11 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, 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 Sivuliqtiqsat 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, 2020 by department:

September 30, 2020	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Community & Government Services	459	137	322	70%	133	41%
Culture and Heritage	102	33	69	68%	57	83%
Economic Development & Transportation	155	56	99	64%	60	61%
Education	1388	203	1185	85%	562	47%
Environment	133	42	91	68%	45	49%
Executive & Intergovernmental Affairs	88	32	56	64%	46	82%
Family Services	239	66	173	72%	103	59%
Finance	228	73	155	68%	61	39%
Health	1274	567	707	55%	360	51%
Human Resources	112	42	70	63%	39	56%
Justice	411	130	281	68%	117	42%
TOTALS	4588	1381	3207	70%	1582	49%

Note: The tables above only reports on established positions of the 11 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, 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 *Turaagtavut*. 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, 2022. The following identifies the targets by occupational category:

March 31, 2022	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	35	2	33	94%	17	52%
Senior Management	154	25	129	84%	33	26%
Middle Management	425	103	322	76%	120	37%
Professional	1740	423	1318	76%	406	31%
Paraprofessional	976	318	658	67%	444	67%
Administrative Support	1344	321	1023	76%	883	86%
TOTALS	4674	1192	3483	75%	1903	55%

Note: The table only reports on funded positions of the 11 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksats intern positions. The table above reflects the aggregated total of full time and part time positions.

The following is a snapshot of the Inuit employment targets for March 31, 2022 by department:

March 31, 2022	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Community & Government Services	462	123	339	73%	147	43%
Culture and Heritage	102	21	81	79%	67	83%
Economic Development & Transportation	155	32	123	79%	79	64%
Education	1429	194	1235	86%	642	52%
Environment	133	35	98	74%	52	53%
Executive & Intergovernmental Affairs	96	16	80	83%	67	84%
Family Services	239	57	182	76%	111	61%
Finance	231	39	192	83%	88	46%
Health	1276	520	756	59%	443	59%
Human Resources	117	18	99	85%	63	64%
Justice	435	137	298	69%	144	48%
TOTALS	4674	1192	3482	74%	1903	55%

Note: The table only reports on funded positions of the 11 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksats intern positions. The table above reflects the aggregated total of full time and part time positions.

Initiatives Specifically Designed for Inuit

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

Priority Hiring Policy

Since 2000, the Government of Nunavut has applied the Priority Hiring Policy. This policy gives priority consideration in the recruitment and selection of Government of Nunavut employees to Inuit. Inuit who meet the qualifications of a position are given priority over other applicants through the competition process. This policy applies to all job competitions in all departments, boards, and 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**

2021-2024

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TABLE OF CONTENTS

CORE BUSINESS

Directorate.....	1
Strategic Management	5
Intergovernmental Affairs.....	8
Devolution Secretariat	14
Financial Summary	15
Inuit Employment Plan	16

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CORE BUSINESS

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

	Budget (\$000)			
	2020-21	2021-22	2022-23	2023-24
Directorate	7,952	10,485	10,485	8,219
Strategic Planning	3,003	3,126	3,126	3,126
Intergovernmental Affairs	5,866	5,325	5,324	5,325
Devolution Secretariat	2,243	2,394	2,394	2,394
TOTAL	19,064	21,330	21,329	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. It also supports the Senior Personnel Secretariat function and provides administrative support to the Utility Rates Review Council.

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

Objectives

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

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
Premier's Office		1,351	1,356	1,356	1,356

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

Department of Executive and Intergovernmental Affairs

Ministers' Offices	3,039	3,045	3,045	3,045
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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	327	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	680	679	679	679
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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	1,187	1,295	1,295	1,295
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Corporate Services provides financial and administrative support to the Department of Executive and Intergovernmental Affairs, the Office of the Premier, the Cabinet Ministers, and the Commissioner of Nunavut. This program provides human resource support, planning and evaluation, budget development, analysis and control, and departmental financial accounting and payment services.

Utility Rates Review Council	437	341	341	341
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The Utility Rates Review Council is an arms-length advisory council. It responds to its mandate as set out in the *Utility Rates Review Council Act*. It provides advice and recommendations to the responsible Minister of a designated utility or any other Minister. It advises on matters concerning the imposition of rates and tariffs related to the provision of electricity service, permission for major capital projects and any other matters related to a utility that are referred to the Council. This regulatory model helps balance the public interest in the context of the objective of providing safe, reliable and affordable electricity service to the ratepayers of Nunavut by Qulliq Energy Corporation.

Communications	931	1,554	1,554	1,176
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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.

COVID-19 Secretariat	-	1,888	1,887	-
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As a centralized function, the COVID-19 Secretariat provides support to government departments and agencies to ensure and sustain an effective, coordinated, and timely pandemic response. The Secretariat is lead by an Associate Deputy Minister who chairs the GN Incident Command

Structure (ICS). The GN ICS which is tasked with coordinating the GN response to COVID-19 including implementation and enforcement of orders issued pursuant to the *Public Health Act* and ensuring continuity of government services within affected communities.

Total, Directorate	7,952	10,485	10,485	8,219
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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.
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.
- The Utility Rate Review Council expects to receive a Qulliq Energy Corporation’s General Rate Application phase 2.
Status: The Fuel Stabilizations rider refund application was received and recommended for approval by the Utility Rate Review Council in October 2020, for the period of October 1, 2020 – March 31, 2021, set at 1.25 cents/kWh for all customers.
- Implement government-wide communications review recommendations designed to ensure consistent standards of service across departments.
Status: The implementation of the review recommendations has been delayed due to COVID-19. The department will finalize the workplan for review and approval before the end of the fiscal year.
- Upgrade and update the GN web platform and GN website.
Status: This project is in progress and on track for completion by the end of the fiscal year.
- Renew the GN Corporate Communications Policy and the GN Social Media Policy.
Status: The renewal of the policies is directly tied to the implementation of the communications review recommendations. Renewal is expected to be completed by end of the fiscal year.
- 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.
Status: Due to COVID -19 travel restrictions, none of the Council members were able to attend the Canadian Association of Member of Public Utility Tribunal Energy Regulations Course in Kingston in July 2020.
- 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.
Status: The Utility Rate Review Council will prepare a report with recommendations on the application from Qulliq Energy Corporation before the end of the fiscal year.

COVID-19 Related Actions

- *At the onset of the COVID-19 pandemic, EIA Communications Division, in collaboration with the Premier's Office and the Department of Health Communications established the COVID-Communications Group, responsible for leading the development, implementation, and monitoring of all COVID-19 communications. The creation of this group allows for streamlined processes, timely communications and consistency in messaging, fast and flexible response timelines and a coordinated, whole-of-government crisis communications response. It is expected this group will continue to be operational until the end of the pandemic.*
- *At the onset of the pandemic, EIA created an Associate Deputy Minister position to chair the GN Incident Command Structure (ICS). The GN ICS is tasked with coordinating the GN response to COVID-19 including implementation and enforcement of orders issued pursuant to the Public Health Act and ensuring continuity of government services within affected communities.*

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 Turaqtavut 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.

COVID-19 Related Actions

- Ongoing development, implementation, and monitoring of pandemic communications by the COVID-19 Communications Group.
- Ongoing coordination of the government response to COVID-19 including implementation and enforcement of orders issued pursuant to the Public Health Act and ensuring continuity of government services within affected communities by the COVID-19 Secretariat.

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.

- Ongoing development, implementation, and monitoring of pandemic communications by the COVID-19 Communications Group.
- Ongoing oversight of a government-wide response to the pandemic by the COVID –19 Secretariat through working with all departments to address the needs of Nunavummiut.

Priorities (2023-24)

- 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.
- Ensure training opportunities are provided for the Utility Rate Review Council to remain at the forefront of regulatory issues.

Strategic Management

The Strategic Planning branch provides broad advice on government business planning, strategies, policies, and legislation, and provides support for reviews of programs and services. The branch ensures that the government has current and accurate statistical information on Nunavut. The branch also provides advisory services regarding Access to Information and Privacy Protection issues, and administrative support to government departments and agencies.

Objectives

- Provide analysis, advice and central registry services for Cabinet documents.
- Liaise with government departments on their submissions to Cabinet.
- Produce effective program evaluation, performance measurement, and evaluation consultation services on matters of Nunavut-wide interest.
- Produce accurate and appropriate statistical data on Nunavut.
- Manage the GN access to information and protection of privacy requirements.

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
Policy and Planning		2,092	2,197	2,197	2,197
Statistics		594	640	640	640

This division provides policy support and advice to Cabinet and government departments, as well as liaises with other organizations at the policy level. Policy and Planning will also coordinate the Government of Nunavut’s policy development process.

Nunavut Kiglisiniaqtiit (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. *Nunavut Kiglisiniaqtiit* is also Statistics Canada’s statistical focal point for Nunavut, and as such represents Nunavut’s interests within the national statistical system.

Access to Information and Protection of Privacy

317 **289** 289 289

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.

Total, Strategic Management 3,003 3,126 3,126 3,126

Priorities (2020-21)

- Ensure effective implementation of the new policy development process which incorporates feedback from Tuttarviit and the Inuit Qaujimagatuqangit Katimajiit within legislation and policy.
Status: This initiative was delayed pending finalization of the Article 32 Policy which is being developed with Nunavut Tunngavik Incorporated. It is anticipated that the updated policy development process will be complete by the end of the fiscal year.

- 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.
Status: The Bureau is working with Statistics Canada and other partners in preparation for the 2021 national population and dwelling Census. The data collection is expected to be completed by July 2021.

- Support identification, recruitment and training of Nunavut Inuit interviewers and community guides for the 2022 Indigenous People’s Survey.
Status: This priority is currently delayed. It is anticipated that the Bureau will assist with the recruitment 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.
Status: The Bureau provides ongoing support for use of information contained in the Nunavut Inuit Labor Force Analysis report.

- 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.
Status: This priority is currently delayed. Discussions with Statistics Canada and Community and Government Services are anticipated to resume.

- Liaise with Nunavut Poverty Reduction Secretariat and use the Market-Based Measure approach to assess levels of poverty in the territory.
Status: This priority is delayed.

- 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.

***Status:** The Bureau is collaborating with Statistics Canada, and the Government of Nunavut Departments of Community and Government Services and Human Resources to refine the survey frame, in preparation for the 2021 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.

Priorities (2023-24)

- The Bureau will continue to play an active role in the National Statistics System by working closely with Statistics Canada and other provinces and territories on various social and economic issues.
- With the anticipated release of 2021 census data, the Bureau will prepare community level data tables on various subjects for distribution to the Government and the public. Data will be disseminated via the Bureau's website.

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

Objectives

- Enhance and foster strong working relationships with other governments, including provincial, territorial, federal and foreign.
- Coordinate the development of government strategies, policies and initiatives relating to Nunavut's federal, provincial and territorial relations and participate in federal, provincial and territorial meetings that relate to intergovernmental affairs, Indigenous issues, Arctic and northern issues, and others.
- Coordinate GN activities relating to the GN relationship with Nunavut Tunngavik Incorporated and regional Inuit organizations.
- Coordinate GN implementation of the *Nunavut Agreement*, the *Nunavik Inuit Land Claims Agreement*, and the *Eeyou Marine Region Land Claims Agreement*.
- Coordinate the GN's relationship with Crown-Indigenous Relations and Northern Affairs, Global Affairs Canada and other federal departments and agencies.
- Participate in and coordinate the GN's roles in Arctic institutions including Inuit Circumpolar Council (Canada) and the Arctic Council.
- Coordinate GN positions and participate in federal and provincial negotiations on overlapping 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.

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
Intergovernmental Relations		1,126	800	800	800
<p>Intergovernmental Relations liaises with other GN departments, and territorial, provincial and federal governments, as required to coordinate, negotiate and work with other governments and organizations on a variety of mandated issues. It serves the GN by leading 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 the Government of Nunavut's participation in the development of FPT work.</p>					
Indigenous & Circumpolar Affairs		788	579	579	579
<p>Indigenous Affairs manages and advises on government policies and positions relating to the implementation of the <i>Nunavut Agreement</i>; relations with Nunavut Tunngavik Incorporated, the implementation of the Nunavik Inuit Land Claims Agreement, and the Eeyou Marine Region Land Claims Agreement; and the negotiation of the Dene overlap agreements in Nunavut. It also coordinates, advises, and works with relevant GN departments on federal-provincial-territorial initiatives pertaining to Indigenous issues such as the National Inquiry into Missing and Murdered Indigenous Woman and Girls, as well as relations with the federal, provincial and territorial governments on other Indigenous issues as they arise.</p> <p>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.</p>					
Government Liaison		3,652	3,646	3,646	3,646
<p>At the community level, the Government Liaison Officer is the first point-of-contact with our government. These individuals ensure that government services can be more easily accessed in every community. The division will establish and maintain active two-way communications with the public and provide easier access to programs and services.</p>					
Protocol		300	300	300	300
<p>Protocol provides organizational support and first point-of-contact services for visits from foreign dignitaries and government officials. Protocol also provides advice on international protocol practices, visits, table of precedence, the diplomatic and consular corps, titles, flag etiquette, symbols, ceremonial dress, and customs. Protocol is also responsible for the development of territorial protocol and procedures to be followed at events organized by the territorial government.</p>					
Total, Intergovernmental Affairs		5,866	5,325	5,325	5,325

Priorities (2020-21)

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

Status: *The department leads participation in Nunavut Implementation Panel meetings, which are held four times a year, to monitor and discuss implementation activities of the Nunavut Agreement. 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, provincial and territorial governments, and the private sector to meet the needs of our communities to advance the goals and aspirations of Nunavummiut.

Status: *The department provides annual funding support to the Inuit Circumpolar Council, Arctic Council's Sustainable Development Working Group, and the Arctic Inspiration Prize. 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.

The department is looking at ways to improve capacity to increase engagement with federal, provincial, and territorial intergovernmental teams. An increase in strategic collaboration since COVID-19 has established more regular engagement.

- Proceed to create a government-wide interdepartmental and interagency coordination function 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.*

Intergovernmental Relations (IGR) is working on establishing a system of intergovernmental relations, which will focus on internal government engagement. IGR continue to work closely with the Climate Change Secretariat on climate priorities, with the Department of Finance on federal supports during COVID-19, with Economic Development and Transportation on Economic Corridors, and with the Department of Health on COVID-19 measures as well as long term healthcare funding options. IGR will continue to seek opportunities to improve and maximize intragovernmental relations for ensuring Nunavummiut's best interests are the focus.

During the Covid-19 pandemic, EIA chaired the Interagency Working Group to share information and get updates on the pandemic and how it impacts 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: *The Government Liaison Officer Program provided ongoing support to Government of Nunavut to serve Nunavummiut with information on all government programs including motor vehicle services. The Officers are bilingual and act as delivery agents for 3rd party funding.*

The Government Liaison Officers assisted with the delivery of information related to federal programs during the COVID-19 pandemic.

- Establish a process to incorporate advice of local Elders in government service delivery at the community level.

Status: *When issues arise with respect to service delivery of government programs, Elders are sometimes called on to offer advice on how to best support community needs. The Elders also share cultural and traditional knowledge during protocol events and remain the backbone of community building and self reliance.*

- 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.

Status: *Intergovernmental Relations continues to support the Premier's attendance at all First Ministers' (FMM), Council of the Federation (COF), Northern Premiers (NPF) meetings. Since the beginning of the pandemic, there has been a steep uptick in calls and regular collaboration on all orders of government. It has especially been important to ensure Nunavut had a strong position on healthcare and northern priorities during this time.*

- 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.

Status: *Intergovernmental Relations continues to actively participate in federal, provincial, territorial working groups and teleconference meetings such as, Council of the Federation, Council of Federation Missions working group, Immigration working groups, Privy Council Office, Senior Northern Officials, Arctic Council Advisory Committee, and FPT meetings on the National Inquiry, Consultation and Accommodation, Covid-19 impacts on Indigenous communities and others.*

Intergovernmental Relations will also coordinate the renewal of the Newfoundland and Labrador-Nunavut Memorandum of Understanding. It also ensures participation in and response to Nunavut Tunngavik Incorporated and Regional Inuit Associations' Annual General 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.

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 and their implementation plans. 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. The 2nd Implementation Plan of the NILCA is currently being finalized.

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 and advance the goals and aspirations of Nunavummiut.
- Continue to enhance and provide one-stop government services to all Nunavummiut in a timely and effective manner through the Government Liaison Officer Program.
- Coordinate Premier's attendance 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 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 ensure the government fulfills its 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 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 (2023-24)

- Provide government-wide coordination to ensure the government fulfills its obligations under the Nunavut Agreement.
- Continue to nurture strategic partnerships with Inuit organizations and federal/provincial/territorial governments to meet the needs of communities and advance the goals and aspirations of Nunavummiut.
- Continue to enhance and provide one-stop government services to all Nunavummiut in a timely and effective manner through the Government Liaison Officer Program.
- Coordinate Premier's attendance 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 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)	2020-21	2021-22	2022-23	2023-24
Devolution Secretariat		2,243	2,394	2,394	2,394
Total, Devolution Secretariat		2,243	2,394	2,394	2,394

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 (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.

Status: The Government of Nunavut initiated negotiations with the Government of Canada and Nunavut Tunngavik Incorporated for a final agreement and began transitional activities and implementation planning.

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)

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

Priorities (2023-24)

- Complete negotiations for a final devolution agreement and/or a subsequent offshore agreement, as required; direct and coordinate devolution implementation for the Government of Nunavut to prepare for the Transfer Date.

Financial Summary

Branch	2020-2021 Main Estimates		2021-2022 Main Estimates		2022-2023 Planned		2023-2024 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	2,466	19.0	4,010	27.0	4,010	27.0	2,722	17.0
Grants & Contributions	-		-		-		-	
Other O&M	769		1,747		1,747		769	
Subtotal	3,235		5,757		5,757		3,491	
Strategic Planning								
Compensation & Benefits	2,743	20.0	2,945	22.0	2,945	22.0	2,945	22.0
Grants & Contributions	-		-		-		-	
Other O&M	260		181		181		181	
Subtotal	3,003		3,126		3,126		3,126	
Nunavut Cabinet								
Compensation & Benefits	3,021	18.0	3,121	18.0	3,121	18.0	3,121	18.0
Grants & Contributions	-		-		-		-	
Other O&M	1,369		1,280		1,280		1,280	
Subtotal	4,390		4,401		4,401		4,401	
Commissioner of Nunavut								
Compensation & Benefits	179	1.0	179	1.0	179	1.0	179	1.0
Grants & Contributions	10		10		10		10	
Other O&M	138		138		138		138	
Subtotal	327		327		327		327	
Intergovernmental Affairs								
Compensation & Benefits	4,411	38.0	4,401	38.0	4,400	38.0	4,401	38.0
Grants & Contributions	355		225		225		225	
Other O&M	1,100		699		699		699	
Subtotal	5,866		5,325		5,324		5,325	
Devolution Secretariat								
Compensation & Benefits	1,273	10.0	1,579	9.0	1,579	9.0	1,579	10.0
Grants & Contributions	-		-		-		-	
Other O&M	970		815		815		815	
Subtotal	2,243		2,394		2,394		2,394	
Total	19,064	106.0	21,330	115.0	21,329	115.0	19,064	106.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Executive and Intergovernmental Affairs	As at Sept. 30, 2020		For March 31, 2022	
		Capacity %		Capacity %
Total Department Positions	87		96	
Total Filled Positions	56	64%	80	83%
Total Vacancies	31	36%	16	17%
Total Inuit	46	82%	67	84%
Total Executive Positions	4		5	
Total Filled Executive Positions	4	100%	5	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	2	50%	4	80%
Total Senior-Management Positions	9		9	
Total Filled Senior-Management Positions	9	100%	9	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Inuit in Senior-Management Positions	5	56%	5	56%
Total Middle-Management Positions	9		10	
Total Filled Middle-Management Positions	5	56%	10	100%
Total Vacant Middle-Management Positions	4	44%	0	0%
Total Inuit in Middle-Management Positions	5	100%	9	90%
Total Professional Positions	25		28	
Total Filled Professional Positions	9	36%	16	57%
Total Vacant Professional Positions	16	64%	12	43%
Total Inuit in Professional Positions	5	56%	13	81%
Total Paraprofessional Positions	6		6	
Total Filled Paraprofessional Positions	3	50%	6	100%
Total Vacant Paraprofessional Positions	3	50%	0	0%
Total Inuit in Paraprofessional Positions	3	100%	6	100%
Total Administrative Positions	34		38	
Total Filled Administrative Positions	26	76%	34	89%
Total Vacant Administrative Positions	8	24%	4	11%
Total Inuit in Administrative Positions	26	100%	30	88%

Note: The department will receive funding for a total of 115 PY's in 2021-22. Of this total, 19 are excluded from the EIA Chart: 18 Cabinet Staff, and 1 Commissioner of Nunavut Staff. In 2020-2021, the department established the new COVID-19 Secretariat with 9 new term positions.

Capacity

As of September 30, 2020, out of 87 total PYs excluding the 19 “at pleasure” positions, 82% of total (56 filled positions) were held by Nunavut Inuit. This is a 4% increase from the 78% Inuit representation in September 2019. The goal of the department is to increase the current capacity of 64% to 83% by March 31, 2022 with 84% Inuit staff.

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

On September 24, 2020, the department realigned positions to better meet the business priorities and at the same time address the vacancies. The realignment provides more progression for Inuit employment by creating jobs with opportunity for promotion to more senior management level.

Inuit Employment Plans

As of September 2020, the department’s capacity was 64% and Inuit employment at 82%. Inuit employment were higher in departmental positions located in communities outside Iqaluit at 76% and 89% respectively, in contrast to 56% capacity and 75% 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 2020, EIA had four casuals, including one Inuk, and four relief workers, including four Inuit.

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

The Department of Executive and Intergovernmental Affairs has undertaken an organizational restructuring in 2020-2021 to improve the alignment of our divisions with the department’s current mandate. EIA has considered opportunities to increase and enhance Inuit employment through organizational changes that recognize the need for Inuit employees to gain incremental experience and responsibility.

Priorities 2020-2021

- On-going review and implementation of the department’s detailed departmental Inuit Employment Plan.
Status: As of September 2020, the department had 82% 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 has completed a review of existing vacant positions over two years and has identified several positions within its organizational chart for reprofiling. The realignment of the positions meets the departments mandate and business priorities. The department continues to evaluate vacant positions either to re-profile based on the departments mandate and have discussions around how to best attract Nunavut Inuit into a position. The department looked at areas where the department can develop present Inuit staff 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. The department has created a Human Resources / IQ Coordinator to develop cultural programing and review job descriptions for Inuit content.

- 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.

Priorities 2021-22

- On-going review and implementation of the departments' detailed departmental Inuit Employment Plan.
- Ensure that vacant positions are targeted for 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 2022-23

- 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 departmental Inuit Employment Master Plan with short, medium, and long-term targets and supporting actions.
- Help ensure Inuit Qaujimajatuqangit (IQ) and Inuit Societal Values (ISV) principles are observed and implemented.
- Continue to work on the removal of barriers such as housing and education requirements in order to increase Nunavut Inuit within the workplace.

Priorities 2023-24

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

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Department of Finance

Business Plan

2021-2024

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TABLE OF CONTENTS

CORE BUSINESS

Corporate Management 21
Fiscal Management..... 24
Liquor and Cannabis Commission 26
Comptrollership..... 28
Centrally Administered Funds..... 31

Financial Summary..... 32
Inuit Employment Plan..... 33

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CORE BUSINESS

The Department of Finance operates across four branches:

	Budget (\$000)			
	2020-21	2021-22	2022-23	2023-24
Corporate Management	4,477	4,675	4,536	4,644
Fiscal Management	6,304	6,492	6,492	6,492
Comptrollership	20,632	20,274	20,261	20,262
Centrally Administered Funds	68,516	71,512	74,064	73,955
TOTAL	99,929	102,953	105,353	105,353

Corporate Management

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

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

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

Objectives

- Provide a financial leadership role to all deputy heads across the Government of Nunavut.
- 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)	2020-21	2021-22	2022-23	2023-24
Directorate		2,074	2,103	2,102	2,102
Led by the Deputy Minister, the Directorate provides overall leadership, monitors department goals and objectives, and ensures the department fulfills its mandate.					
Corporate Management also includes the offices of the Comptroller General and Assistant Comptroller General (Comptrollership), and the Assistant Deputy Minister (Fiscal Management).					
Corporate Policy		2,403	2,572	2,434	2,542
Corporate Policy supports and liaises with the Minister's office, and manages overall communications, including maintaining the departmental website. The division is also responsible for legislation and policy development for the department, advises other departments and public agencies on their submissions to Cabinet, and leads liquor and cannabis management and enforcement. Corporate Policy also manages the <i>Access to Information and Protection of Privacy Act</i> process for the Department of Finance and leads the department's Inuit societal values initiatives.					
The Corporate Policy division advises the Minister of Finance with respect to public agencies, and assumes an operational role with respect to liaising with and providing assistance to public agencies in Nunavut, as well as providing direct support services to the Nunavut Liquor and Cannabis Board.					
Total, Corporate Management		4,477	4,675	4,536	4,644

Priorities (2020-21)

- Review Government of Nunavut cannabis legalization approach to ensure efficiency and effectiveness.
Status: Nunavut's cannabis regulatory system was amended in March 2020 to allow for private retail of cannabis in the territory. The Department of Finance began accepting cannabis retail applications from private businesses in June 2020. The department will monitor the roll out of the new licensing approach on an on-going basis.
- 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*.
Status: The review is underway. The department is currently reviewing results from the Nunavut Liquor Act Review Task Force's consultation with Nunavummiut as detailed in their Halting the Harm Report, considering lessons learned from the Iqaluit beer and wine store pilot project and the implementation of the Cannabis Act, consulting with alcohol policy experts and regulators from other jurisdictions, and reaching out to stakeholders within Nunavut.
- Complete the review of the Iqaluit beer and wine store pilot project.
Status: The three-year pilot project concluded in June 2020 after undertaking a second store survey and evaluating data relating to changes to alcohol-related indicators such as crime levels, emergency room visits, etc. The store will now operate on a permanent basis. Both the

survey results and the evaluation report are publicly available on the Department of Finance website.

- Develop and implement an internal progress tracking and reporting regime for the Department of Finance.
Status: Internal tools for tracking and reporting departmental work are in the process of being developed, particularly related to ensuring thorough and timely responses. It is anticipated that a dashboard tied to key deliverables of the department will be developed prior to the end of the fiscal year.
- Explore electronic payment options for selling liquor permits online.
Status: The Department of Finance and the Nunavut Liquor and Cannabis Commission are working with Community and Government Services to create an online cloud-based liquor permits application system and anticipate the service to be in place by the end of the fiscal year. This will improve accountability and, reporting and provide more convenience for Nunavummiut.
- 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.
Status: The Department of Finance will continue to support the Nunavut Housing Corporation and Department of Human Resources in their work on this initiative. Finance continues to administer the Staff Housing Allowance as part of the Government of Nunavut's wider approach to staff housing.

Priorities (2021-22)

- Work to put an increased focus on integrating Inuit Societal Values into the department's culture and operations.
- Continue the review of the *Liquor Act* and make recommendations for potential changes if necessary.
- Conduct a review to identify impacts of the Iqaluit's beer and wine store on nearby communities.
- Monitor the implementation of the *Cannabis Act* and associated policies and regulations, to ensure the effectiveness of the sales, enforcement, and licensing regimes.
- Create and update training tools and resources to ensure liquor and cannabis inspectors are supported in their role and duties.
- Update the Department of Finance website to enhance Government of Nunavut transparency and accountability and make it more user friendly.
- Formalize the establishment of an officials committee with representation from all territorial corporations, in order to benefit from best practices and lessons learned across agencies.

Priorities (2022-23)

- Develop an updated and comprehensive communications strategy for the Department of Finance.
- Based on monitoring the implementation of the *Cannabis Act* and associated policies and regulations, make changes as needed to ensure effectiveness of the sales, enforcement, and licensing regimes.
- Explore various electronic inspection methods that would increase efficiency of liquor and cannabis inspections.

Priorities (2023-24)

- Establish formal memoranda of understanding between all territorial corporations and the Government of Nunavut to ensure efficient and effective administration of operations.

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, and supports the day-to-day operations of the Department of Finance. The branch is organized across three divisions: Fiscal Policy, Expenditure Management and Corporate Services. The Fiscal Management Branch also oversees the Nunavut Liquor and Cannabis Commission.

Objectives

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

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
Fiscal Policy		1,983	2,149	2,149	2,149

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 several fiscal and economic initiatives.

The Taxation and Insurance team administers the territory's tax system by enforcing tax legislation, reviewing and developing tax policy and rates, and delivering related programs. The

section is also responsible for regulating the territory's insurance industry by licensing insurance professionals and insurance companies.

Expenditure Management	1,959	2,113	2,113	2,113
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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	2,362	2,230	2,230	2,230
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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.

Total, Fiscal Management	6,304	6,492	6,492	6,492
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Priorities (2020-21)

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

Status: As part of coordinating the 2021-2022 budget process, the Department of Finance, in collaboration with Executive and Intergovernmental Affairs, encouraged increased emphasis to budget for delivery of end-of-mandate priorities. The Department of Finance will collaborate with CGS and other departments to consider the impacts of the upcoming General Election on the timing of specific capital projects and related appropriations for the following year.

- Complete a fiscal review of the Government of Nunavut's main revenue and spending trends, including the modeling of various revenue sustainability options.

Status: The Department of Finance did not progress far on this deliverable due in part to disruptions of COVID-19. While this continues to be a potentially useful exercise, limited resources mean it has been displaced by more pressing priorities.

- Work with GN departments to ensure budgets better align with actual departmental expenses.

Status: This is an ongoing effort and involves a range of interactions between the Department of Finance, which provides centralized guidance and coordination and departments, which are ultimately responsible for their budgets and expenses. The Department of Finance assists departments by offering guidance, supporting analysis and reporting throughout the year, in addition to maintaining, improving, and reviewing budgeting tools and templates.

Priorities (2021-22)

- Undertake an assessment of the Territorial Formula Financing calculation to ensure that, consistent with Finance Canada's August 2019 commitment, carbon pricing has remained revenue neutral.
- Set targets and monitor key performance indicators to track progress towards meeting fiscal management objectives of the department and update service standards as needed.
- Modernize the Government of Nunavut's tax database and related technology.
- Prepare and publish new products related to Nunavut's fiscal, budgetary, economic, and/or financial situation (e.g. a mid-year fiscal update).
- As recommended by the National Inquiry on Missing and Murdered Indigenous Women and Girls, consider gender violence and related issues during the GN's budget development process.

Priorities (2022-23)

- Publish a summary report on meeting key performance indicators for fiscal management within the department. Finance will work with other departments to encourage the publication of this information across the GN.
- Review select tax legislation for potential updates (e.g. *Tobacco Tax Act* and/or the *Petroleum Products Tax Act*).
- Formalize the GN's approach to managing its treasury (cash, investments, debt, etc.).
- Promote the role and services of the risk management function to client departments.

Priorities (2023-24)

- Review and consider potential updates to the *Borrowing Authorization Act*.

Nunavut Liquor and Cannabis Commission

The Nunavut Liquor and Cannabis Commission, a public agency established under the *Liquor Act*, is responsible for purchasing, warehousing, permitting, selling and distributing 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 requirement, the Commission operates within a revolving fund, separate from usual government operations. For details on the NULC budget see the Public Agencies section of the Main Estimates.

Priorities (2020-21)

- Develop a service level agreement between the GN and the Nunavut Liquor and Cannabis Commission to formalize costs and delivery of shared services.
Status: A substantial draft of the agreement has been completed. This is on track to be completed in 2020-21.
- Complete and implement the Nunavut Liquor and Cannabis Commission’s plan to modify recycling activities in Nunavut.
Status: The Commission is working with the GN’s procurement division to prepare a request for proposals to attract potential partners in late 2020-21 or early in the following year.

Priorities (2021-22)

- Formalize a training approach for Nunavut Liquor and Cannabis Commission employees to improve safety and customer service.
- In collaboration with the Department of Community and Government Services modernize the Nunavut Liquor and Cannabis Commission’s approach to procurement.
- Support the Department of Finance’s *Liquor Act* review in relation to the operations of the Nunavut Liquor and Cannabis Commission.
- Develop a grants and contributions program to support community-driven social responsibility initiatives.
- Begin the process to provide local access to lower-alcohol content alcohol (such as beer, wine, ciders, and coolers) in Cambridge Bay.
- Implement lessons learned from the Iqaluit Beer and Wine Store pilot project.

Priorities (2022-23)

- Research and develop agency store agreements to explore new ways to serve smaller communities.
- Take steps to further implement recommendations from the “Halting the Harm” report relating to the responsible sales of liquor.

Priorities (2023-24)

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

Comptrollership

The Comptrollership branch includes seven divisions: Internal Audit Services, Financial Systems Management, Financial Reporting and Controls, Financial Operations, Compensation and Benefits, Financial Management Development and Regional 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)	2020-21	2021-22	2022-23	2023-24
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Financial Operations		3,222	3,366	3,348	3,335
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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		1,760	1,859	1,859	1,859
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Financial Reporting and Controls has the responsibility for government-wide maintenance of internal accounting controls and ensuring the accuracy, compliance and completeness of accounting records. This program is accountable for the preparation and publication of the annual Public Accounts, as required in the *Financial Administration Act*, and it provides accurate and timely financial reports and information on the government's financial position and operational results. It serves as the principal liaison between the government and the Office of the Auditor General for the annual financial audit of the Public Accounts.

Financial Systems Management 3,602 **2,827** 2,827 2,827

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 1,284 **1,325** 1,334 1,339

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 3,653 **3,703** 3,703 3,700

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 6,646 **6,729** 6,725 6,737

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 465 **465** 465 465

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 **20,632** **20,274** **20,261** **20,262**

Priorities (2020-21)

- Finalize and implement financial training program for GN staff.

***Status:** The department will begin to pilot training modules to selected Government of Nunavut staff in January 2021. It is anticipated that all training modules will be completed by March 31, 2021.*

- Complete external assessment of Internal Audit Services and implement any necessary changes.

***Status:** The external assessment of Internal Audit Services is complete. The department is implementing changes intended to improve the efficiency and effectiveness of this function.*

- 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.

***Status:** Internal Audit Services is in the process of developing a recruitment and retention strategy for this highly specialized area, which will include providing access to training and development opportunities.*

- Develop a plan to recruit Chartered Professional Accounting students and enhance student experience within the Government of Nunavut.

***Status:** The department intends to broaden this priority to recruit and support a broader range of accounting and financial professional designations. Research is underway to properly understand needs across the whole government.*

- Develop a program to support professional development and professional designation in the field of accounting for both new and existing employees.

***Status:** The Department of Finance continues to research the requirements needed to support current and potential employees. Moving forward, this priority will be combined with the above priority.*

- Develop a “Public Accounts at a Glance” document to improve transparency and public access and understanding of the Government of Nunavut’s finances.

***Status:** It is anticipated that this document will be completed by the end of March 2021. It will be updated on an annual basis.*

Priorities (2021-22)

- Develop, document, and clarify key performance indicators and service standards for financial functions within the Department of Finance.
- Implement a program to support professional financial and accounting designations for new and existing employees across government.
- Develop a strategy with all departments to ensure a more expedient vendor payment process.
- Develop a detailed orientation manual for on-boarding new employees to the department.
- Explore potential options for an electronic signature system for the Government of Nunavut.

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 help improve effective delivery of the benefit and to reduce controllable expenses.
- Develop a strategy to link existing Public Service Training with the Financial Management Development Program.

Priorities (2023-24)

- Undertake an internal assessment of improvements to the GN’s overall financial capacity since the implementation of the Financial Management Development Program.

Centrally Administered Funds

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

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
Employee Benefits		38,665	44,592	44,744	44,635
Employee Benefits provides funding for Workers' Safety and Compensation Commission premiums, medical travel and other benefits for Government of Nunavut employees.					
Government of Nunavut Insurance		8,758	8,758	8,758	8,758
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		19,038	16,107	18,507	18,507
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
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		68,516	71,512	74,064	73,955

Financial Summary

Branch	2020 - 2021		2021 - 2022		2022 - 2023		2023-2024	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	3,490	21.0	3,550	20.0	3,550	20.0	3,550	20.0
Grants & Contributions	-		-		-		-	
Other O&M	987		1,125		986		1,094	
Subtotal	4,477		4,675		4,536		4,644	
Fiscal Management								
Compensation & Benefits	5,742	73.0	5,995	74.0	5,995	74.0	5,995	74.0
Grants & Contributions	-		-		-		-	
Other O&M	562		497		497		497	
Subtotal	6,304		6,492		6,492		6,492	
Comptrollership								
Compensation & Benefits	18,015	135.0	18,569	137.0	18,435	137.0	18,435	137.0
Grants & Contributions	-		-		-		-	
Other O&M	2,617		1,705		1,692		1,693	
Subtotal	20,632		20,274		20,127		20,128	
Centrally Administered Funds								
Compensation & Benefits	12,937	-	16,321	-	16,473	-	16,743	-
Grants & Contributions	21,093		18,162		20,562		20,562	
Other O&M	34,486		37,029		37,029		37,029	
Subtotal	68,516		71,512		74,064		74,334	
Total	99,929	229.0	102,953	231.0	105,219	231.0	105,598	231.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Finance	As at Sept. 30, 2020		For March 31, 2022	
		Capacity %		Capacity %
Total Department Positions	228		231	
Total Filled Positions	155	68%	192	83%
Total Vacancies	73	32%	39	17%
Total Inuit	61	39%	90	47%
Total Executive Positions	4		4	
Total Filled Executive Positions	4	100%	4	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	0	0%	2	50%
Total Senior-Management Positions	12		12	
Total Filled Senior-Management Positions	10	83%	12	100%
Total Vacant Senior-Management Positions	2	17%	0	0%
Total Inuit in Senior-Management Positions	1	10%	2	17%
Total Middle-Management Positions	32		33	
Total Filled Middle-Management Positions	28	88%	24	73%
Total Vacant Middle-Management Positions	4	13%	9	27%
Total Inuit in Middle-Management Positions	5	18%	9	38%
Total Professional Positions	51		53	
Total Filled Professional Positions	32	63%	45	85%
Total Vacant Professional Positions	19	37%	8	15%
Total Inuit in Professional Positions	4	13%	7	16%
Total Paraprofessional Positions	87		86	
Total Filled Paraprofessional Positions	59	68%	70	81%
Total Vacant Paraprofessional Positions	28	32%	16	19%
Total Inuit in Paraprofessional Positions	29	49%	35	50%
Total Administrative Positions	42		43	
Total Filled Administrative Positions	22	52%	37	86%
Total Vacant Administrative Positions	20	48%	6	14%
Total Inuit in Administrative Positions	22	100%	35	95%

Inuit Employment Plan

Capacity

As of September 30, 2020, the department is at 39% Inuit representation. Of 228 positions (including positions based within the Nunavut Liquor and Cannabis Commission), 61 are filled by Inuit and 73 (32%) positions are vacant.

Priorities (2020-2021)

- Actively promote the internal internship program to Inuit staff and encourage them to apply.
Status: The department entered 2020-21 with two internships already underway (of our three available internship positions). We expect both internships will end successfully within the year. The Department will actively support the individuals as they take the next career steps within the GN. Meanwhile, the Department is working to promote and fill the third internship role this year.
- Develop and undertake a survey measuring departmental employees' satisfaction with training and promotional opportunities.
Status: The department is developing a simple but broad internal survey to understand employees' training experiences, needs, interests and preferences. We will administer the survey before year-end, and intend to apply our findings to help plan next year's professional development activities. While the COVID pandemic has disrupted in-person training, it has encouraged the department to look for remote training and development.
- Review tracking mechanisms previously implemented to increase timeliness and accuracy as well as reviewing value added.
Status: The department has made better use of tracking mechanisms and internal reports to improve our HR workflows. This has helped advance the department's wider recruitment efforts of Inuit and other candidates.
- Create a more robust process for succession planning within the department, focused on identifying and developing promising Inuit candidates.
Status: The department did not progress far in terms of formalizing a process for succession planning in 2020-21. However, departmental leadership actively encourages management to be aware of the career interests of those on their teams (e.g. who is planning to retire, who is looking for new experiences, who is ready for new challenges, etc.). Further, we discuss promising Inuit candidates in the context of supporting opportunities (internships, training, transfer assignments, skills development, etc.)

Priorities (2021-2022)

- Monitor, evaluate and propose program enhancements to Inuit candidate succession planning, training and internship programs within the department.
- Identify Inuit employees who have been employed casually for a long term, and pursue opportunities to further their careers within the GN.

- Actively promote the opening of the Nunavut Liquor and Cannabis' Commission's new retail outlet in Rankin Inlet as an opportunity to hire, develop, and promote Inuit within the public service.
- Identify opportunities to better “ladder” the organizational structures of teams within the Department, to allow and encourage progression of Inuit employees.

Priorities (2022-2023)

- Promote the Department of Finance as a great place to work with many opportunities for long-term careers.
- Promote the Financial Management Development Program to help Inuit within the Department and across the GN acquire and develop transferable skills related to financial management.
- Embed specific Inuit employment goals in performance management goals for senior managers.

Priorities (2023-2024)

- Implement advanced, executive-gearred and finance-specific training opportunities to help prepare Inuit for senior management opportunities within the department.

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Department of Human Resources

Business Plan

2021-2024

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TABLE OF CONTENTS

CORE BUSINESS

Directorate	37
Policy, Planning and Communications.....	39
Sivumuaqatigiit.....	42
Public Service Training	45
Staffing	47
Employee Relations and Job Evaluation	50
Wellness.....	52
Financial Summary.....	54
Inuit Employment Plan.....	55

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CORE BUSINESS

	Budget (\$000)			
	2020-21	2021-22	2022-23	2023-24
Directorate	2,682	2,682	2,682	2,682
Policy, Planning, and Communications	1,354	1,354	1,354	1,354
Sivumuaqatigiit	4,234	4,234	4,234	4,234
Public Service Training	5,070	5,070	5,070	5,070
Staffing	9,760	9,760	9,760	9,760
Employee Relations and Job Evaluation	3,988	3,988	3,988	3,988
Wellness	1,080	1,130	1,130	1,130
TOTAL	28,168	28,218	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)	2020-21	2021-22	2022-23	2023-24
Deputy Minister		856	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		371	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, Strategic Management		345	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		1,110	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		2,682	2,682	2,682	2,682

Priorities (2020-21)

- Lead and monitor the implementation of the Government of Nunavut’s Human Resources Strategy.
Status: The Human Resources Strategy was tabled during the Fall 2020 Session and is being implemented. It was delayed due to the establishment of the Department of Human Resources, the ransomware attack on the Government of Nunavut’s network system and the COVID-19 global pandemic.
- Monitor the progress of the government-wide Inuit Employment Plan to 2023, and ensure updates are incorporated as necessary to meet Inuit employment targets.

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)	2020-21	2021-22	2022-23	2023-24
Policy, Planning, and Communications		1,354	1,354	1,354	1,354
<p>Policy supports departments through the development of Human Resources policy as well as through the development, maintenance and interpretation of Human Resources manuals and handbooks. Policy also manages the <i>Access to Information and Protection of Privacy Act</i> (ATIPP) process for the Department of Human Resources, communications function, and leads the department’s Inuit societal values initiatives.</p>					
Total, Policy, Planning and Communications		1,354	1,354	1,354	1,354

Priorities (2020-21)

- Implement the Government of Nunavut’s Human Resource Strategy.
Status: The Human Resource Strategy was tabled during the Fall 2020 Session and is being implemented. It was delayed due to the establishment of the Department of Human Resources, the ransomware attack on the Government of Nunavut’s network system and the COVID-19 global pandemic.
- Continue to review and revise human resources policies, directives, and programs to increase Inuit employment at all levels of the public service.
Status: The Department of Human Resources has created a toolkit to address long term vacancies and increase Inuit employment. A new directive on Internships is anticipated to be completed by the end of this year to assist departments in creating their own internships.
- 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.
Status: The Department of Human Resources in partnership with the Department of Culture and Heritage has revised and updated various Human Resource Manual (HRM) directives and policies to align and better reflect Inuit societal values both in the development of the directives and policies and in practice e.g. HRM1010: Respectful and Harassment Free Workplace, HRM305: Exit Surveys and Interviews, HRM1801: Rejection on Probation and the Inuktitut Language Incentive Policy.

- Contribute to the analysis and dissemination of data from the Nunavut Governments (Government of Nunavut, Government of Canada, and Municipal Governments) Employees' Survey and Nunavut Inuit Labour Force Analysis to fulfill obligations under Article 23 of the Nunavut Agreement.
- Begin the development on the next Government of Nunavut's Human Resource Strategy 2024-2028.
- Continue the implementation and monitoring of the Department of Human Resources' Communication Strategy.

Priorities (2023-24)

- Finalize the next Government of Nunavut's Human Resource Strategy 2024-2028.
- Continue to review and update the human resources policies and programs to increase Inuit employment at all levels of the public service.

Sivumuaqatigiit

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

Sivumuaqatigiit provides support and assistance to departments in implementing their Inuit Employment Plans through consultations, and offers Inuit employment 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 and monitoring departments and territorial corporations in the development and implementation of their Inuit Employment Plans.
- Provide leadership in strategic recruitment, in particular initiatives that are intended to increase Inuit employment.

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
Inuit Employment Planning		1,623	1,623	1,623	1,623
Inuit Employment Planning assists departments and territorial corporations in developing and implementing their Inuit Employment Plans and provides support in human resources planning.					
Inuit Employment Initiatives		-	-	-	-
Inuit Employment Initiatives identifies training needs, and assists with recruitment and succession planning.					

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

Total, Sivumuaqatigiit	4,234	4,234	4,234	4,234
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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.
Status: Departments and territorial corporations reported semi-annually on their Inuit employment targets to the Department of Human Resources as well as annually through their Business Plans. Most departments and territorial corporations are on target of achieving their IEPs. Employment and Social Development Canada (ESDC) staff were invited to hold a workshop with the Inuit Employment Steering Committee (IESC) members in reviewing the Nunavut Inuit Labour Force Analysis (NILFA) 2020 Summary Report and the NILFA Identifying Explanatory Factors of Nunavut Inuit Employment in Government. The ESDC staff presented and demonstrated the NILFA Hub documents and calculator that will be utilized as tools in relation to developing Inuit Employment Plans.
- In collaboration with Staffing, update the recruitment section of the government website in order to promote the government as an employer of choice.
Status: Work on reorganizing the Inuit Employment and Training section(s) of the government website to better promote Inuit programs and initiatives and redesigning job advertisement templates to promote the government as an employer of choice is anticipated to be completed by the end of the fiscal year.
- Participate at trade shows and career fairs to increase visibility of training and employment opportunities.
Status: Due to COVID-19, the department switched to virtual (email or telephone) promotion of Inuit Employment training and initiatives. It is anticipated that Department of Human Resources' staff will attend a virtual Conference by the end of the fiscal year to engage with a National audience on addressing ongoing uncertainty during COVID-19 pandemic while continuing to provide accessible career development.
- Continue to deliver and evaluate education, training, and development programs for Inuit employees.
Status: The department delivered the Amaaqtaarniq Education Leave Program; Career Broadening Program; Sivuliqtiksat Internship Program; and Policy Development Program. The Policy Foundations Series and Emerging Leaders Series continue to be funded by the Article 23 Funding. The department also drafted an evaluation form for Inuit Employment initiatives which is anticipated to be rolled-out by the end of the fiscal year.

Department of Human Resources

- Conduct a training needs analysis to identify next steps in support of Inuit employment objectives.

***Status:** The Department of Human Resources anticipates to complete training needs analysis and to roll out workshops led by Employment and Social Development Canada (ESDC) to all departmental Inuit Employment Developers on the NILFA Hub and Calculator that will be utilized as tools for supporting Inuit employment objectives.*

- Develop and implement a plan to coordinate public outreach and communications to attract Inuit to work in the government.

***Status:** The department established a GN Inuit Pre-Employment Steering Committee (IPESC), which will lead in coordinating public outreach and communications to attract Inuit to work in the GN.*

Priorities (2021-22)

- Continue to implement and monitor progress on the Master Inuit Employment Plan and departmental Inuit Employment Plans to 2023.
- Participate at trade shows and career fairs to increase visibility of employment opportunities.
- Lead the GN Inuit Pre-Employment Steering Committee in reviewing potential barriers to Inuit employment.
- Provide education and training to prepare Inuit for devolution-related occupations.

Priorities (2022-23)

- Continue to implement and monitor the Master Inuit Employment Plan and departmental Inuit Employment Plans to 2023.
- Begin evaluation of the Inuit employment initiatives to guide further enhancements to the Master Inuit Employment Plan.
- Begin drafting the next Master Inuit Employment Plan and coordinating the drafting of the next departmental Inuit Employment Plans.

Priorities (2023-24)

- Update and continue the evaluation of the Inuit employment initiatives to guide further enhancements to the Master Inuit Employment Plan.
- Continue the drafting of the next Master Inuit Employment Plan and the coordinating of the next departmental Inuit Employment Plans.

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)	2020-21	2021-22	2022-23	2023-24
Public Service Training		1,782	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		5,070	5,070	5,070	5,070

Priorities (2020-21)

- Update the Mentorship Program and Talent Management System to focus on increasing Inuit employment and Inuit leaders for the government.
Status: The department incorporated mentorship into the Hivuliqtikhanut Leadership Development Program and the Policy Skills Development Program, and developed a new Policy Capacity Building Series for Inuit combining policy work experience, mentorship, and training modules. It is anticipated that the department will launch the updated Talent Management System and hold presentations to senior management and HR coordinators in all departments before the end of the fiscal year.
- Implement the training and development objectives set out in Government of Nunavut Human Resource Strategy.
Status: The department completed the training and development objectives set out in the HR Strategy for 2020-21, including: initiating research and development on an executive career development program for Inuit; continuing to offer the Hivuliqtikhanut Emerging Leaders Series and the Policy Foundations Series for Nunavut Inuit cohorts; and initiating research and development on an onboarding process to support departments to orient new employees to the workplace.

Regional Staffing	3,152	3,152	3,152	3,152
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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
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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
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This program provides employment opportunities in the public sector for high school and post-secondary students to gain skills, knowledge, and abilities in areas of interest and/or study. The government's Priority Hiring Policy applies to all summer student positions within the program.

Total, Staffing	9,760	9,760	9,760	9,760
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Priorities (2020-21)

- Collaborate with departments to develop one-year workforce plans and long term Inuit Employment Plan goals.
Status: The department has completed workforce review of both Casual (CSA) and Relief utilization. One-year workforce plans are anticipated to be completed by the end of the fiscal year.
- Review the staffing appeals process to ensure the objectives of the Public Service Act regulatory requirements are met.
Status: The department completed the review of staffing appeals process. The Staffing Review and Appeals Regulations of the Public Service Act were amended and are going through the approval process.
- Work with public service training division to deliver training programs and provide guidance on accessing employment with the Government of Nunavut.
Status: Work on delivering training programs and providing guidance on accessing employment in the government is anticipated to be completed by the end of the fiscal year.
- Conduct promotional activities for Summer Student Employment Equity Program in all regions.
Status: Delayed due to COVID-19. The launch of the 2020 Summer Student Employment Equity Program (SSEEP) was delayed by more than a month and this impacted the conducting of promotional activities which have now been deferred to next Summer (2021).
- Collaborate with departments to identify unique staffing needs that are critical to enable departmental strategies and operational plans.

Status: The Department of Human Resources partnered with the Department of Community Government Services (CGS) and developed a cross territorial competition using external promotional websites to attract Project Managers for critical capital projects.

- Review staffing competition cycle-times while ensuring highly qualified candidates are hired into the Government.

Status: The department reviewed the Casual (CSA) cycle-time and was able to reduce timelines by three days by removing a redundant step in the job evaluation process. Further cycle-time reduction will be obtained through the new Applicant Tracking System implementation which is anticipated to be completed by the end of the fiscal year.

COVID-19 Related Actions

- The Department of Human Resources partnered with departments and expedited competitions critical for managing COVID-19 pandemic.

Priorities (2021-22)

- Conduct promotional activities for Summer Student Employment Equity Program in all regions.
- 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 internal stakeholders to ensure internship and development Inuit employment initiatives' graduates are recruited into positions aligned with departmental work plans.

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.
- Train Staffing professionals to utilize the new applicant tracking system.

Priorities (2023-24)

- Review and revise the Direct Appointment guidelines.

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)	2020-21	2021-22	2022-23	2023-24
Employee Relations and Job Evaluation		3,988	3,988	3,988	3,988
Total, Employee Relations and Job Evaluation		3,988	3,988	3,988	3,988

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

Priorities (2020-21)

- Explore enhancements to the employee and family assistance program, which will focus on Inuit Societal Values.
Status: The department enhanced the Employee and Family Assistance Program (EFAP) to include remote support for addiction services. This service allows individuals to stay in their home communities while seeking assistance. This aligns with Pijitsirniq - serving and providing for family and/or community, as it will allow employees to seek treatment while staying in their home community, continuing to provide for family and community and also maintain their family supports.
- Develop an electronic system for health and safety incident tracking within the government.
Status: The department partnered with Workers Safety Compensation Commission (WSCC) in developing an online tool for health and safety incident tracking with full administration ability for the GN. This project is anticipated to be completed by the end of the fiscal year.
- Develop a respectful workplace program, focused on conflict management and alternative dispute resolution, rooted in Inuit Qaujimajatuqangit and Inuit Societal Values.
Status: Through the work with a special advisory committee, the HRM1010: Respectful and Harassment Free Workplace was revised to address employee concerns, to incorporate IQ principles and ISVs as the foundation. Alternative dispute resolution (ADR) will be utilized for those complaints that do not meet the threshold of being deemed harassment under HRM1010 and which both parties agree to utilize ADR.

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.
- 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.

Priorities (2022-23)

- Implement online job description writing tool enabling managers to self-service and streamline the process.
- 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.

Priorities (2023-24)

- Review, update, and enhance the performance management system and HRM316: Performance Management System, ensuring better incorporation of Inuit Qaujimajatuqangit and Inuit Societal Values.
- Develop and implement a mandatory online Health and Safety orientation training program.

Wellness

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

Objectives

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

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
Wellness		1,080	1,130	1,130	1,130
Total, Wellness		1,080	1,130	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.
Status: The Employee Wellness Strategy is anticipated to be completed before the end of the fiscal year.
- Develop and launch a three-year operational plan to drive strategic employee wellness initiatives across the government.
Status: The department is drafting a three-year operational plan which is anticipated to be completed before the end of the fiscal year.

- Staff the Wellness Division to ensure both strategic and operational goals are met.
Status: Two positions were filled within the division with three more anticipated to be filled before the end of the fiscal year.

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.

Priorities (2023-24)

- Address findings of internal review and update the Employee Wellness Strategy and operational plan.
- Conduct external review of other jurisdictions Wellness initiatives and programs to identify best practices to be assessed and integrated.

Financial Summary

Branch	2020-2021 Main Estimates		2021-2022 Main Estimates		2022-2023 Planned		2023-2024 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Human Resource Operations								
Compensation & Benefits	12,548	84.0	12,548	84.0	12,548	84.0	12,548	84.0
Grants & Contributions	-		-		-		-	
Other O&M	4,962		5,012		5,012		5,012	
Subtotal	17,510		17,560		17,560		17,560	
Strategic Human Resource Management								
Compensation & Benefits	6,494	49.0	6,494	49.0	6,494	49.0	6,494	49.0
Grants & Contributions	-		-		-		-	
Other O&M	4,164		4,164		4,164		4,164	
Subtotal	10,658		10,658		10,658		10,658	
Total	28,168	133.0	28,218	133.0	28,218	133.0	28,218	133.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Human Resources	As at Sept. 30, 2020		For March 31, 2022	
		Capacity %		Capacity %
Total Department Positions	112		117	
Total Filled Positions	70	63%	99	85%
Total Vacancies	42	38%	18	15%
Total Inuit	39	56%	63	64%
Total Executive Positions	3		3	
Total Filled Executive Positions	3	100%	3	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	2	67%	2	67%
Total Senior-Management Positions	7		8	
Total Filled Senior-Management Positions	7	100%	7	88%
Total Vacant Senior-Management Positions	0	0%	1	13%
Total Inuit in Senior-Management Positions	4	57%	3	43%
Total Middle-Management Positions	15		16	
Total Filled Middle-Management Positions	9	60%	14	88%
Total Vacant Middle-Management Positions	6	40%	2	13%
Total Inuit in Middle-Management Positions	3	33%	7	50%
Total Professional Positions	45		45	
Total Filled Professional Positions	25	56%	40	89%
Total Vacant Professional Positions	20	44%	5	11%
Total Inuit in Professional Positions	7	28%	18	45%
Total Paraprofessional Positions	28		29	
Total Filled Paraprofessional Positions	16	57%	21	72%
Total Vacant Paraprofessional Positions	12	43%	8	28%
Total Inuit in Paraprofessional Positions	13	81%	19	90%
Total Administrative Positions	14		16	
Total Filled Administrative Positions	10	71%	14	88%
Total Vacant Administrative Positions	4	29%	2	13%
Total Inuit in Administrative Positions	10	100%	14	100%

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

Capacity

As of September 30, 2020, the department is at 56% Inuit representation. Of 112 positions, 39 are filled by Inuit and 42 positions are vacant.

The Department of Human Resources has placed an 64% Inuit employment target for March 31, 2022 as shown on the summary chart, with operating at 85% capacity with 18 vacancies.

Priorities (2020-21)

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

Status: Completed.

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.

Priorities (2023-24)

- Establish and maintain succession plans for key positions.

Department of Justice

Business Plan

2021-2024

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TABLE OF CONTENTS

CORE BUSINESS

Advisory and Administrative Services	57
Law Enforcement.....	61
Legal Support Services	64
Court Services.....	68
Legal Registries	70
Corrections.....	72
Community Justice	75
Human Rights Tribunal	78
Legal Services Board.....	80
Financial Summary	82
Inuit Employment Plan	83

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CORE BUSINESS

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

	Budget (\$000)			
	2020-21	2021-22	2022-23	2024-25
Advisory and Administrative Services	22,028	22,618	22,651	22,651
Law Enforcement	44,984	47,908	47,270	47,270
Legal Support Services	3,550	3,880	3,550	3,550
Court Services	12,821	12,608	12,608	12,608
Legal Registries	1,416	1,416	1,416	1,416
Corrections	37,819	40,703	40,703	40,703
Community Justice	5,042	5,340	5,589	5,366
TOTAL	127,660	134,473	133,787	133,564

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)	2020-21	2021-22	2022-23	2023-24
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Deputy Minister, Assistant

Deputy Minister Public Safety

Assistant Deputy 829 **1,394** 1,172 1,172

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

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

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

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

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

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
The Rental Office receives, investigates, mediates and adjudicates complaints under the <i>Residential Tenancies Act</i> . An order of the Rental Office can be filed in Court and enforced as an Order of the Court.				
Labour Standards	157	187	187	187
The Labour Standards Office administers the <i>Labour Standards Act</i> and related legislation. The Labour Standards Board functions independently to hear appeals under the <i>Labour Standards Act</i> .				
Civil Forfeiture	250	250	250	250
The Civil Forfeiture office administers the <i>Unlawful Property Forfeiture Act</i> . The overall purpose of the Act and the program are to deter and disrupt unlawful activities, and to either compensate victims or reinvest forfeited funds to support other community-based wellness programs. It is primarily a crime prevention initiative and supports the government's alcohol harm reduction strategy.				
Quasi Judicial Boards	267	267	267	267
The Quasi Judicial Boards office is responsible for the day to day operations of the Labour Standards Board and the Criminal Code Review Board. As registrar for the two boards, the manager of Quasi Judicial Boards ensures that the findings of the boards are carried out, and provides administrative support to board members.				
Public Safety & Crime Prevention	401	468	468	468
The Public Safety and Crime prevention Section administers the Nunavut Crime Prevention Strategy and actions completed under this strategy. In addition, they provide strategic support and analysis to the ADM of Public Safety.				
Criminal Code Review	0	183	183	183
<hr/>				
Total Advisory and Administrative Services	22,028	22,618	22,651	22,651
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Priorities (2020-21)

- Commence a two-year diploma program with the collaboration of Algonquin College Ottawa for ten Inuit correctional caseworkers.
Status: The Department of Justice was set to begin a 2-year diploma program with Algonquin College in May 2020. Unfortunately, due to Covid-19 restrictions, all in-residency instruction was cancelled, delaying this program. The department is looking at options to reschedule the program for 2021.
- Increase Inuit employment within the Department of Justice.
Status: The department has been actively working to meet its short-term and medium-term goals outlined in our Inuit Employment Plan. Justice was slightly behind the target of 47% Inuit employment, operating at 44% Inuit employment as of Mar 31, 2020. 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 is also making preparations to accept articling students from the Nunavut Law Program.

- Work with law enforcement to implement community-based policing solutions.
Status: The department continues to work with the RCMP toward community-based policing solutions. Currently, each RCMP detachment works with their local community members on community engagement. This type of work supports the 2019-2021 Shared Directional Statement by building healthy relationships with the community and improving the trust Inuit have in the RCMP who serve their communities. The Superintendent and Deputy Minister visited a number of communities over the summer of 2020 to discuss policing and public safety with community leaders.
- Begin the legislative process to amend the *Family Abuse Intervention Act* and territorial offences legislation.
Status: Work on this file is ongoing. A review of the legislation is continuing and pre-consultations on the *Family Abuse Intervention Act* are being planned.
- 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.
Status: Through consultation, the department ensures that its policies and legislation reflects Inuit Societal Values. The department supports staff in accessing cultural orientation training and Indigenous Cultural Competency training. 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 (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.

Priorities (2023-24)

- 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)	2020-21	2021-22	2022-23	2023-24
Law Enforcement		44,984	47,908	47,270	47,270

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	44,984	47,908	47,270	47,270
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Priorities (2020-21)

- Continue efforts to increase capacity to communicate in the Inuit language.
Status: The RCMP is looking to increase Inuit employment in administrative positions to increase services in Inuktitut. Four Inuktitut-speaking call-taker positions within the RCMP were approved in 2019-20. 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 hiring process for these positions is ongoing.
- 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. Additionally, it is anticipated that the RCMP will take part in Mental Health First Aid for Northern Peoples training sessions. This course is facilitated by the Mental Health Commission of Canada.

- 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.

Covid-19 has delayed the development and implementation of a division intelligence database and related training to assist with identifying key areas of focus, and ongoing engagement with community partners.

- Support police efforts to implement youth-based community policing initiatives, including addressing family violence and sexual abuse.
Status: RCMP community policing continues efforts to strengthen crime prevention strategies with ongoing work towards the establishment of a Commanding Officers Indigenous Advisory Committee, and continuing with participation in the “RCMP Talks” program aimed at youth

and students. Although the pandemic has had an impact in being able to deliver in-person presentations, the RCMP is working on strategies to overcome these barriers. The RCMP works closely with National Youth Services and have a variety of topics they can deliver to youth and communities.

RCMP community policing works closely with investigators who specialize in Family Violence and Sexual Abuse to not only support investigations but to work collaboratively with partner agencies and conduct pro-active education and awareness campaigns.

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

Close and collaborative working relationships have been established with Community Justice Outreach Workers in Nunavut communities.

As a partner in the Therapeutic Justice Program, the RCMP continues to refer clients to the program to receive support to address the underlying causes of criminal behaviour such as mental health, addictions and trauma. The Department of Justice secured additional funding to continue the program through fiscal 2020/21. The RCMP is committed to continuing this partnership and has signed a new Protocol Agreement. The success of this diversion to the Criminal Justice System is clear and the RCMP further supports the expansion in Arviat later this year.

- The Department of Justice and the RCMP will also continue to collaborate in an effort to fund a domestic violence coordinator position.
Status: A Family Violence/Domestic Violence Coordinator position was established and filled in September 2020. This position reports to the Non-Commissioned Officer in charge for Community Policing and is working with local partners and primary service providers, including Victim Services, Corrections, Family Services, the Public Prosecution Services of Canada, Court Services, and safe shelters.

A formal mandate and set of objectives for this position has been developed. This includes implementing a risk assessment tool to be used during intimate partner violence investigation, provide training to RCMP, youth, and other service providers, on topics related to intimate partner violence, and assessments of current practices and procedures related to family violence investigations.

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.

Department of Justice

- 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.

Priorities (2023-24)

- 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)	2020-21	2021-22	2022-23	2023-24
Legal and Constitutional Law		2,235	2,455	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	1,425	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	3,880	3,550	3,550

Priorities (2020-21)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
Status: Legislation Division has added a new cubicle in order to have sufficient space for all PYs. Legislation Division is in the process of staffing two vacant positions; one of the vacant positions has been temporary filled with a casual employee. Legal and Constitutional Law has added two new offices and has staffed all Legal Counsel positions.

- 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.

***Status:** Bill 49, An Act to Amend the Labour Standards Act, was passed by the Legislative Assembly on September 28, 2020. The Legislation Division assisted the Department of Justice to incorporate Inuit notions of family into the Bill.*

- 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 lawyers in the division are required to take at least one Inuktitut language course, and the division will support lawyers who opt to pursue advanced studies. This has been put on hold due to the Covid-19 restrictions. Once courses are available, all new lawyers will be registered.*

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

***Status:** The Legislation Division recently staffed the position of Office Administrator. The incumbent has begun assisting lawyers in the preparation of court documents and is expected to take on increasingly complex legal support tasks over the next year.*

- Provide more consolidations of legislation.

***Status:** The Legislation Division is in the process of updating its consolidation processes in order to make them more streamlined and allow for more timely consolidations in the future.*

- Plan and prepare for the legislative drafting and translation services required for devolution.

***Status:** The Legislation Division has reprofiled an existing French language position into a Lawyer-Translator, French language position in order to have better and more consistent translation capacity, including for devolution. This position has been submitted for competition.*

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.

Priorities (2023-24)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Maintain progress in developing efficient use of technology by moving our document management system onto our portable devices.
- Assist departments requesting the incorporation of Inuit Societal Values into their legislation to do so in a precise manner so that they can ensure that their programs and services are more relevant.
- 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)	2020-21	2021-22	2022-23	2023-24
Court Administration		11,354	11,276	11,276	11,276
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		810	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)		657	522	522	522

Justices of the Peace are community-based judicial officers who have jurisdiction with the Nunavut Court of Justice over summary (less serious) *Criminal Code* offences and territorial offences under Nunavut statutes. In addition, Justices of the Peace are empowered to conduct bail hearings for more serious cases and have limited civil jurisdiction under some Nunavut statutes. Justices of the

Peace also perform a valuable service in their communities, conducting marriage ceremonies, swearing-in various officials, and signing documents.

Total, Court Services	12,821	12,608	12,608	12,608
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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.
Status: Courts and Corrections recruited a Senior I.T. business analyst who commenced work in October 2020 to prepare business process review documents required for the software development project to move forward.
- Continue to work on a digital audio recording solution and protocol for all circuit court proceedings for Nunavut Court of Justice.
Status: The process of acquiring court circuit digital audio solution equipment and software has been completed.
- 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.
Status: The Justice of the Peace Court recently appointed a new Senior Justice of the Peace who is committed to working with Court Services to expand the Justice of the Peace Program into the communities.
- Increase the capacity of mediation services for civil and family matters.
Status: The Family Support Program inherited the Family Mediation Program with a recent departmental restructure and is reviewing the current organizational structure and staffing resources with plans to expand the current program to include court mediation.

Priorities (2021-22)

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

Priorities (2023-24)

- 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)	2020-21	2021-22	2022-23	2023-24
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 (2020-21)

- Continue to collaborate with the Canadian Securities Administration on the development of a tri-lingual investor education website.
Status: The department continues to consult with colleagues at the Canadian Securities Administrators on the investment education committee 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.
Status: Business Enquiries and Registration (BEAR) is still under development.
- 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.
Status: Legal Registries has been successful in more robust communication with non-profits.

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*.

Priorities (2023-24)

- Continue to provide registry services and review internal policies and procedures.
- Explore the creation of a new database for the Notary Public and Commissioner for Oaths programs.

Corrections

Corrections administers programs that include adult and young offender institutions, outpost camps and alternative homes and the community corrections program. The division also administers the Inuit cultural skills programs that assist offenders in developing traditional skills.

The division oversees the adult and young offenders' facilities, including on-the-land camp operations and open-custody homes. The community corrections program supervises offenders placed on probation or released from institutions on parole or early release.

Objectives

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

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
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 **14,632** 14,632 14,632

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** **40,703** **40,703** **40,703**

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.

Status: *The Corrections Division continues to conduct monthly meetings with all correctional facilities in order to ensure the division is in line with the restorative approach to justice. The Corrections Division remains diligent in efforts to minimize inconsistencies in operational and program policies and practices. Emphasis on Inuit Societal Values will continue to be paramount in the shift to a restorative model of client services.*

- 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.

Status: *With the passing of the new *Corrections Act*, the Corrections Division is currently in the process of reviewing the regulations. Inuit Societal Values are incorporated into policy development in the Corrections Division through work with Elders. When the *Corrections Act* is brought into force this will include the implementation of a Inuit Societal Values committee.*

- Increase capacity for rehabilitative programs.

Status: *In an effort to increase client program services, the Corrections Division is actively engaged in the development of cooperative partnerships for the purpose of providing meaningful programs to better support the successful reintegration of clients into their home communities. Such programs focus on the transference of meaningful employment and life skills, that better enable clients to provide for their families and become contributing members of their communities.*

- Increase resources and supports for staff who have experienced trauma in the workplace.

Status: *In response to staff involved in critical incidents, and staff mental health counselling needs, the Corrections Division contracted Northern Counselling and Therapeutic Services (NCTS) to provide critical incident debrief and counselling services. These services include crisis response counselling, post-emergency response follow-up, critical incident stress debriefing, and psychological education group sessions (i.e. trauma, grief and grieving, resiliency, healthy coping strategies for stress, etc.). In addition to teleconferencing and in-person counselling services, NCTS also provides video conferencing services, webinars and email correspondence on a variety of topics that are aimed at reducing the impact of stress and trauma on staff.*

These combined services are intended to help meet the escalating demand for emergency response and counselling services in Nunavut Corrections, and are aimed at best ensuring staff safety, mitigating/reducing risk factors, and enhancing long-term mental well-being and resiliency.

- Continue to work collaboratively with the Community Justice Division in order to support clients' reintegration back into their communities following release from custody.

Status: *The Corrections Division will continue to explore opportunities to work with Community Justice and other GN departments to better support clients in their reintegration back into their communities. The Corrections Division recognizes that this work begins upon initial contact and requires the collaborative efforts of a wide range of social supports and services.*

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.

Priorities (2023-24)

- 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.

This includes the Therapeutic Justice Program, as well as a Restorative Justice Program and Community Justice Committees. Further, Community Justice supports Nunavummiut experiencing family abuse through the delivery of services under the *Family Abuse Intervention Act* (FAIA).

Objectives

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

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
Community Justice Directorate		1,411	1,672	1,921	1,698
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	3,668	3,668	3,668
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. Additionally, the Community Justice program is responsible for the administration of Victims Assistance Fund (VAF), providing support services to victims of crime and facilitating the work of the Victims Assistance Committee (VAC).					
Total, Community Justice		5,042	5,340	5,589	5,366

Priorities (2020-21)

- Complete the evaluation of the Victims Assistance Fund.
Status: The Victims Assistance Fund evaluation has been completed.

- Continue to promote the *Family Abuse Intervention Act* and its remedies.
Status: *Community Justice Outreach Workers and Specialists continue to perform outreach on a regular basis to community service providers and community members. Community Justice partnered with Pauktuutit and the Law Society of Nunavut regarding a consultative process to form a Family Abuse Intervention Act (FAIA) awareness campaign. Work continues on this campaign, and the FAIA working group continues to meet regularly.*
- Continue to build community resilience and integrate Inuit Societal Values, customary law and cultural competency into all sections of the Community Justice Program.
Status: *Community Justice continues to work with and recruit Elders to Community Justice Committees, and incorporate Elders and cultural components into MMIWG programming and support.*

Community Justice continues to incorporate Inuit Societal Values into the Restorative Justice Program, and build community resilience through FAIA to address root causes of family abuse.

The training program for Victims' Services (VS) staff, and training delivered by VS for service providers, incorporates resilience and supports community wellness. Additionally, Victim Services works in partnership with Inuit counsellors to support victims of crime during and after crisis response work, and in some court cases. All Community Justice staff are required to complete the Indigenous Cultural Competency Course.

- Continue to assist Justice Committees to provide community-based justice and healing programs in order to address family violence and to divert cases from the formal criminal justice system.
Status: *Community Justice continues to recruit and provide training to Justice Committees to support them in administering programs and diverting cases from the formal criminal justice system. The division continues to train Community Justice Outreach Workers to provide executive support and facilitation of Justice Committees.*

Community Justice is committed to building relationships with the RCMP and Crown to increase rapport and referral rates.

- Develop and deliver trauma informed training programs for Victims' Services employees.
Status: *Victims Services provides a trauma informed training module to Victims Services staff. Victims Services continues to access additional training for staff, with an emphasis on trauma informed approaches.*
- Continue to work collaboratively with the Corrections Division to support clients as they reintegrate into their communities at the completion of their sentence.
Status: *Victims Services is committed to working collaboratively with Corrections to reintegrate clients successfully 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.

Status: *Efforts continue to be made to develop learning modules in addition to workshops currently available for Community Justice Outreach Worker training on delivering victims services.*

- Develop a self care learning module and supports for Community Justice Outreach Workers.
Status: *Community Justice is currently delivering workshops to Community Justice Outreach Workers in communities, and work on a module is in progress. To date, workshops have been delivered to Community Justice Outreach Workers and other frontline services providers a number of communities across the territory.*
- Develop a debriefing program and protocol for Community Justice frontline workers.
Status: *Community Justice Specialists provide regular debriefing to Community Justice Outreach Workers and Victims' Services staff and is committed to formalizing a debriefing program and protocol.*

Priorities (2021-22)

- Finalize a debriefing program and protocol for Community Justice frontline workers.
- 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.
- 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.

Priorities (2023-24)

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

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)	2020-21	2021-22	2022-23	2023-24
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 (2020-21)

- Maintain the membership of the Tribunal to ensure a full member adjudicative body.
Status: The Tribunal did a public call for nominations to the Human Rights Tribunal. New appointments have been approved and the Tribunal is again fully constituted.
- Continue to decrease decision turn-around times.
Status: The decision turn-around time has decreased by 25% in the last year.
- Continue to increase public awareness and public education about the Tribunal and its role.
Status: The Tribunal promotes human rights and public awareness through media and printed ads with Nunatsiaq News and Northern News Services.
- Schedule two face-to-face meetings to clear decision backlog.
Status: To date, no face to face meetings have been scheduled due to Covid-19 restrictions.

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.

Priorities (2023-24)

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

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)	2020-21	2021-22	2022-23	2023-24
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 (2020-21)

- Develop a new five-year strategic plan.
Status: It is anticipated that the Legal Services Board will develop terms of reference to procure a professional strategic planner to guide the Legal Services Board and management through this process.

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

Status: *The Board has undertaken work to better understand the client journey in the practice areas. Work has been done to identify where barriers to services can be broken down to enhance access, to identify where gaps exist with a view to meaningfully addressing those gaps, and to ensure efficiencies can be realized within the current funding framework.*

Access to civil legal aid has been reviewed and as a result a new intake procedure was developed that sees clients receiving personal contact with a civil lawyer within 48 hours of first interaction with the organization.

The family law portfolio is in the process of being reviewed at the present time. The Board intends to also review the criminal practice with a view to realizing the noted objectives.

The Board has recruited Inuit into key high-level positions to ensure the client experience aligns and is consistent with Inuit Societal Values.

- Continue to advocate for changes and improvement in the justice system.

Status: *The Board has continued relationships with key stakeholders in the Justice system including the Public Prosecution Service of Canada, the GN, the RCMP, the Director of Child and Family Services, the Nunavut Court of Justice, and the Judiciary.*

The Legal Services Board will continue to engage communities about their perspectives and priorities for the justice system. The Legal Services Board continues to look for opportunities to develop and support public interest legal initiatives to raise awareness and support positive change in the justice system.

The Legal Services Board has undertaken significantly more work in the Court of Appeal.

- Continue to Implement Inuit Employment Plan.

Status: *The Legal Services Board has achieved 100% Inuit employment in its front line, court worker and regional leadership positions. The Board implemented three positions for summer placements in the Nunavut Law Program, designed to attract Inuit to work with the Board.*

The Board recently appointed Nunavut Inuit in positions as Senior Paralegal, Comptroller Trainee, and two Lawyer positions practising in the Civil Division. The Board is committed to assigning Nunavut Inuit lawyers priority during the hiring and recruitment process and plans to make positions available to graduates of the Nunavut Law Program.

- Continue to maintain effective and transparent financial oversight and accountability.

Status: *The Board remains committed to this priority to ensure it's use of public funds aligns with the relevant provisions of the Access to Justice agreement, the Contribution Agreement between the GN and the Legal Services Board, the Legal Services Act, and the Financial Administration Act, and to also ensure the best value for dollar in discharging its mandate of providing legal services to Nunavummiut.*

The Legal Services Board continues to prioritize effective and transparent financial oversight and accountability, with audited financial statements completed on time, and on budget for the 2019/20 fiscal year. Additionally, the Board put into place a heightened level of scrutiny for accounts received from private lawyers.

The Board implemented regional director and departmental head oversight and accountability for particular budget items, to provide for an additional level of review. Further, the Board is in the process of implementing a performance management strategy to ensure each team member is performing to the best of their potential.

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.

Priorities (2023-24)

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

Financial Summary

Branch	2020-2021 Main Estimates		2021-2022 Main Estimates		2022-2023 Planned		2023-2024 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Advisory and Administrative Services								
Compensation & Benefits	8,307	66.0	7,304	64.0	7,337	64.0	7,337	64.0
Grants & Contributions	12,630		12,630		12,630		12,630	
Other O&M	1,091		2,684		2,684		2,684	
Subtotal	22,028		22,618		22,651		22,651	
Law Enforcement								
Compensation & Benefits	-	-	-	-	-	-	-	-
Grants & Contributions	-		-		-		-	
Other O&M	44,984		47,908		47,270		47,270	
Subtotal	44,984		47,908		47,270		47,270	
Lawyer Support Services								
Compensation & Benefits	3,199	26.0	3,529	29.0	3,199	26.0	3,199	26.0
Grants & Contributions	-		-		-		-	
Other O&M	351		351		351		351	
Subtotal	3,550		3,880		3,550		3,550	
Registries and Court Services								
Compensation & Benefits	8,876	75.0	8,776	75.0	8,876	75.0	8,876	75.0
Grants & Contributions	-		-		-		-	
Other O&M	5,361		5,248		5,148		5,148	
Subtotal	14,237		14,024		14,024		14,024	
Corrections								
Compensation & Benefits	27,784	216.0	29,193	233.0	29,193	233.0	29,193	233.0
Grants & Contributions	-		-		-		-	
Other O&M	10,035		11,510		11,510		11,510	
Subtotal	37,819		40,703		40,703		40,703	
Community Justice								
Compensation & Benefits	3,416	27.0	3,866	34.0	4,208	33.0	4,449	33.0
Grants & Contributions	1,153		748		622		511	
Other O&M	473		726		759		406	
Subtotal	5,042		5,340		5,589		5,366	
Total	127,660	410.0	134,473	435.0	133,787	431.0	133,564	431.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Justice	As at Sept. 30, 2020		For March 31, 2022	
		Capacity %		Capacity %
Total Department Positions	410		435	
Total Filled Positions	280	68%	298	69%
Total Vacancies	130	32%	137	31%
Total Inuit	117	42%	144	48%
Total Executive Positions	3		3	
Total Filled Executive Positions	2	67%	3	100%
Total Vacant Executive Positions	1	33%	0	0%
Total Inuit in Executive Positions	1	50%	2	67%
Total Senior-Management Positions	8		8	
Total Filled Senior-Management Positions	8	100%	8	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Inuit in Senior-Management Positions	0	0%	0	0%
Total Middle-Management Positions	26		26	
Total Filled Middle-Management Positions	21	81%	21	81%
Total Vacant Middle-Management Positions	5	19%	5	19%
Total Inuit in Middle-Management Positions	6	29%	13	62%
Total Professional Positions	79		83	
Total Filled Professional Positions	48	61%	51	61%
Total Vacant Professional Positions	31	39%	32	39%
Total Inuit in Professional Positions	12	25%	25	49%
Total Paraprofessional Positions	83		87	
Total Filled Paraprofessional Positions	46	55%	49	56%
Total Vacant Paraprofessional Positions	37	45%	38	44%
Total Inuit in Paraprofessional Positions	20	43%	23	47%
Total Administrative Positions	211		228	
Total Filled Administrative Positions	155	73%	166	73%
Total Vacant Administrative Positions	56	27%	62	27%
Total Inuit in Administrative Positions	78	50%	81	49%

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 June 30, 2020, out of a total of 410 positions, the Department of Justice is operating at 70 %

Department of Justice

capacity with 123 vacancies. 119 positions are held by Inuit employees – this is 41 % of total filled positions. The department is actively seeking ways to increase Inuit employment within the department.

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.

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

Approval and rollover of 5 new Community Justice Outreach Workers positions in Whale Cove, Igloolik, Coral Harbour, Clyde River and Naujaat would contribute to increase the Inuit employment during 2020.

COVID-19 has adversely hit the Justice efforts as the hiring of 10 new Correctional Caseworkers for two years diploma program, has been postponed to next fiscal year 2021-22 due to the non-availability of class-room study by the Algonquin College during 2020-21.

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.

Priorities (2020-21)

- 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 Human Resources, 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.*

- Focus on monitoring the departmental Inuit employment 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 is slightly behind the short-term target and operating at 41% Inuit employment level against the target of 49% as on June 30, 2020.
- 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. However, this year we could not hold Justice IQ due to Covid-19 restrictions. 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 worksite.
- Work with Nunavut Arctic College and other programming providers to deliver justice careers training for beneficiaries.
Status: Due to Covid-19 restrictions, the Department of Justice has had to postpone the two-year diploma program for Correctional Caseworkers. This program has been postponed to fiscal year 2021-22 due to non-availability of classroom study at Algonquin College. The Department continues to look for opportunities with the Nunavut Arctic College.

Department of Justice

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

Priorities (2022-2023)

- 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.
- 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 Qaujimagatunangit 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 (2023-24)

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

Department of Justice

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

Department of Culture and Heritage

Business Plan

2021-2024

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TABLE OF CONTENTS

CORE BUSINESS

Directorate	89
Official Languages	91
Translation Bureau	94
Heritage.....	94
Elders and Youth	97
Inuit Qaujimagatuqangit.....	99
Financial Summary.....	101
Inuit Employment	102

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CORE BUSINESS

	Budget (\$000)			
	2020-21	2021-22	2022-23	2023-24
Directorate	5,275	5,275	5,275	5,275
Official Languages	7,232	7,232	7,232	7,232
Translation Bureau	4,789	4,789	4,789	4,789
Heritage	6,025	6,025	5,799	5,799
Elders and Youth	2,208	2,208	2,208	2,208
Inuit Qaujimagatuqangit	1,335	1,335	1,335	1,335
TOTAL	26,864	26,864	26,638	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)	2020-21	2021-22	2022-23	2023-24
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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 - Taigusiliuqtiit 2,176 **2,176** 2,176 2,176

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

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

Priorities (2020-21)

- Finalize a new Canada-Nunavut Agreement with the Government of Canada on French Language Services and the Inuktit Language.
Status: Delayed. Due to the Covid-19 pandemic, the existing funding Agreement was extended to 2020-21 allowing the Government of Nunavut to continue to deliver its language programs and services. Discussions with the Government of Canada are ongoing to finalize a longer-term agreement.
- Initiate the planning of new heritage legislation.
Status: The department initiated discussions with the Department of Justice regarding heritage legislation. The department is proceeding with a legislative initiative for the Historical Resources Act.
- Continue to strategically coordinate and promote common approaches to strengthen the foundation for a fully functional, bilingual society in Inuktit.
Status: The Government of Nunavut and Nunavut Tunngavik Incorporated agreed to establish a Partnership Table on Language and Education with the Government of Canada to ensure a long-term collaborative approach is taken to meet language and educational goals for Inuit in Nunavut.

The department also undertook an outreach campaign to ensure the private sector understood the language obligations in Nunavut and to promote the language related support programs the department delivers.

- Begin the implementation of the Iviqtippalliajut Framework Implementation and the Communications Plans.

***Status:** The department finalized the Iviqtippalliajut Advisor job descriptions and provided them to all departments and agencies. Departments and agencies are currently working to create and fill these positions. A Senior Iviqtippalliajut Advisor position was established in the Inuit Qaujimagatuqangit division and was filled.*

The department is also working collaboratively with the Department of Executive and Intergovernmental Affairs on establishing a new government-wide policy and legislative development process to ensure Inuit Societal Values are reflected through increased engagement with Tuttarviit and the Inuit Qaujimagatuqangit Katimajit.

The Covid-19 pandemic restrictions limited the department's ability to continue with some of the implementation planning.

Priorities (2021-22)

- Continue the implementation of *Iviqtippalliajut* and develop a communications plan.
- Finalize a new Canada-Nunavut Agreement with the Government of Canada on French and Inuktitut language Services.
- The department will work collaboratively with the Department of Human Resources to review and update Human Resources Manual directives and policies to ensure alignment with Inuit Societal Values.
- Initiate the planning to review the Library Act.

Priorities (2022-23)

- Review and evaluate *Uqausivut 2.0*.
- Review and monitor the implementation of *Iviqtippalliajut* and the communications plan.

Priorities (2023-24)

- Update *Uqausivut 2.0*.
- Coordinate and plan the updates to the implementation and communications plans for *Iviqtippalliajut*.

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 division is further responsible to promote the vitality of the Inuktitut and French languages in communities in Nunavut. This includes developing and coordinating policies and programs supporting the revitalization of Inuktitut among youth and for communities with concerns of language loss, and strengthening its use among all Nunavummiut.

Explanatory Note: The department underwent a reorganization where the Translation Bureau became a standalone division.

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)	2020-21	2021-22	2022-23	2023-24
Official Languages Administration		294	294	294	294
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 <i>Uqausivut Plan</i> , and monitoring government-wide language implementation activities and results.					
Inuktitut Affairs		1,203	1,203	1,203	1,203
Inuktitut Affairs supports the management, implementation and monitoring of Inuit language obligations, programs and services by departments and public agencies. It coordinates policies and programs intended to promote the revitalization and vitality of Inuktitut in Nunavut, in accordance with the <i>Inuit Language Protection Act</i> and the <i>Official Languages Act</i> . It also administers Inuktitut language funding programs, and creates public awareness and appreciation about the status, history and diversity of Inuktitut, including dialogue with Inuit representatives within and outside of the Territory.					

Language Implementation Fund	5,700	5,700	5,700	5,700
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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.

Francophone Affairs	35	35	35	35
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Francophone Affairs supports the management, implementation and monitoring of French language obligations, programs and services by departments and public agencies. It administers French language funding programs, and promotes public awareness about French language obligations and liaises with Francophones in accordance with the provisions of the *Official Languages Act*.

Total, Official Languages	7,7232	7,232	7,232	7,232
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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.
Status: The department created a new Language Acts Implementation section to allow for increased focus on leading, implementing, coordinating and administering the requirements of the Official Languages Act, the Inuit Language Protection Act and Uqausivut 2.0. Due to the Covid-19 pandemic, the planning of language workshops has been delayed.
- In collaboration with regional Inuit associations, Nunavut Tunngavik Incorporated and other partners, undertake a communication campaign to prevent language shaming.
Status: The department conducted outreach activities to foster pride in Inuit cultural and language practices such as Inuit naming customs; however, plans for a broader communications campaign to prevent language shaming has been delayed due to the Covid-19 pandemic. The department anticipates engaging with regional Inuit associations, Nunavut Tunngavik Incorporated and other partners to identify best practices 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.
Status: The department streamlined financial support to community radios during the Covid-19 pandemic ensuring Inuktitut programming continued. The department also provided funding for language revitalization initiatives to help support Inuit singers, artists, filmmakers, producers, and authors. Additionally, Uqausirmut Quviasuutiqarniq activities are anticipated to resume in February 2021. Due to the Covid-19 pandemic language conferences and festivals have been cancelled or delayed.

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)

- Increase 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 the Kitikmeot and other communities where it is most needed.
- Hold consultations to support the development of a new comprehensive plan to implement the language legislation obligations.

Priorities (2023-24)

- Introduce a new language implementation plan for 2023-24 to 2027-28.

Translation Bureau

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.

Objectives

- Provide translation services in all official languages to Government of Nunavut departments and agencies in an effective and efficient manner.

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
Translations Bureau		4,789	4,789	4,789	4,789
The Translations Bureau provides translation services in all Official Languages to Government of Nunavut departments and agencies.					
Total, Translation Bureau		4,789	4,789	4,789	4,789

Priorities (2021-22)

- Review the Translation Policy to identify ways to improve the quality and efficiency of translations.

- Work with Inuit Uqausinginnik Taiguusiliuqtiit to identify areas for improved collaboration and coordination of new terminology development and standardization.

Priorities (2022-23)

- Update the Translation Policy.

Priorities (2023-24)

- Track and monitor translation requests and identify ways to continue to improve the quality and efficiency of translations.

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 centres of information and learning for Nunavummiut, including the use and retention of Inuktitut.

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
Heritage Administration		1,878	1,878	1,652	1,652
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 archaeological 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 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** 222 222

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 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 Geographical Names Board of Canada database.

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

Nunavut Public Library Services 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 Inuktitut language materials for information and entertainment. To fulfill this role, Nunavut Public Library Services provides operational funding to 8 community libraries, and purchases library materials relevant to the north and Nunavut’s communities. The Service makes the acquisition and distribution of Inuktitut language materials a priority to foster literacy in Inuktitut. The division also works with government departments and community organizations to facilitate the development of resources that reflect local and territorial priorities.

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

Priorities (2020-21)

- Complete Official Place names for Baker Lake.
Status: The completion of this priority has been delayed. Community consultations were held to collect place names which were then submitted to the department. The department has completed the review of the place names and is preparing to complete the delineation and Geographic Information System spatial work required to finalize the project in 2021-2022.

- Increase the access to technology and digital services in community libraries.
Status: Completed. The department provided funding to libraries to expand internet access in their communities and to perform overdue equipment maintenance and upgrades. Additionally, the department created electronic services for the Nunavut Public Library Services website that includes an online learning database with over 2000 courses.
- Offer collections management training and workshops for heritage facility workers.
Status: Completed. The department organized intensive collections management training workshops that were delivered at the Winnipeg Art Gallery for individuals who work for heritage facilities, visitors centres and local museums in Nunavut.

COVID-19 Related Actions

- *The department provided one-time contribution funding to community libraries to address needs related to internet connectivity, renovations, minor capital and operations.*

Priorities (2021-22)

- Complete official place names for Baker Lake.
- Develop a student mentorship program in conjunction with Inuit Heritage Trust for collections management.
- Complete the digitization of the Government of Nunavut Fine Art collection.
- Initiate the creation of a Government of Nunavut collections database.

Priorities (2022-23)

- Begin the process to identify official place names for Grise Fiord.
- Design and deliver the Artist Residency Program at the Winnipeg Art Gallery.
- Explore options to develop a genealogy service.

Priorities (2023-24)

- Finalize official place names for Grise Fiord.
- Deliver the 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)	2020-21	2021-22	2022-23	2023-24
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 (2020-21)

- Collect oral history on childrearing of children aged 0-5.
Status: The department anticipates holding a workshop in the Kitikmeot region to collect and document oral history on childrearing, subject to Covid-19 restrictions.
- Collect oral history on Inuit traditional game collections such as ajagaq and ajagaaq.
Status: The department anticipates holding a workshop in the Kitikmeot region to collect and document oral history on Inuit traditional games, subject to Covid-19 restrictions.

Priorities (2021-22)

- Deliver the Drum Dancing, Chanting and Throat Singing workshops for the Kivalliq and Kitikmeot regions.
- Work with the Elder’s and youth committees to plan the delivery and determine the location of the Women’s Tool-Making workshop.
- Work with the Elders and youth committees to plan the delivery and determine the location of the On-the-Land Program.
- Work with the Elders and youth committees to plan the delivery and determine the location of the Pattern-Making workshop.

Priorities (2022-23)

- Hold the Kitikmeot Regional Youth Committee gathering.
- Deliver the Drum Dancing, Chanting and Throat Singing workshop for the Qikiqtaaluk region.

Priorities (2023-24)

- Deliver the Survival Skills Program.
- Deliver the Pattern-Making workshop.

Inuit Qaujimajatuqangit

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

Objectives

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

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
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 division, the department provides contributions that support Inuit Societal Values.

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

Priorities (2020-21)

- Continue to provide government-wide support and resources as the central coordinating division for the implementation of Iviqtippalliajut.
Status: The department produced Inuit Qaujimajatuqangit resources, including an electronic package of the Inuit Qaujimajatuqangit Conference in 2019. The department is also supporting departments and agencies efforts to create and fill Iviqtippalliajut Advisor positions. The department designed and delivered an Iviqtippalliajut workshop to Government of Nunavut department and agency employees.
- Begin monitoring and evaluating government-wide progress on Iviqtippalliajut implementation by tracking departments and public agencies through the Iviqtippalliajut annual workplans.
Status: Due to ransomware and the Covid-19 pandemic, the monitoring and evaluation of Iviqtippalliajut implementation has been delayed.

Priorities (2021-22)

- Plan and deliver a retreat for Iviqtippalliajut Advisors and Tuttarviit.
- Plan and deliver Inuit Qaujimajatuqangit sessions on how to use and promote Inuit Qaujimajatuqangit across government.
- Inuit Qaujimajatuqangit Katimajiit to hold Inuit Qaujimajatuqangit cultural sessions.
- Develop a guideline on how to use *Iviqtippalliajut*.

Priorities (2022-23)

- Host an Inuit Qaujimajatuqangit Conference in the Kitikmeot region.
- Begin evaluation of the implementation of *Iviqtippalliajut*.

Priorities (2023-24)

- Finalize evaluation of the implementation of *Iviqtippalliajut* and identify areas for improvement.

Financial Summary

Branch	2020 - 2021		2021 - 2022		2022 - 2023		2023-2024	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	2,523	27.0	2,523	27.0	2,523	27.0	2,523	27.0
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	2,263	13.0	2,263	13.0	2,263	13.0	2,263	13.0
Grants & Contributions	1,793		1,793		1,793		1,793	
Other O&M	3,176		3,176		3,176		3,176	
Subtotal	7,232		7,232		7,232		7,232	
Translation Bureau								
Compensation & Benefits	4,026	33.0	4,026	33.0	4,026	33.0	4,026	33.0
Grants & Contributions	-		-		-		-	
Other O&M	763		763		763		763	
Subtotal	4,789		4,789		4,789		4,789	
Heritage								
Compensation & Benefits	2,174	16.8	2,174	16.8	2,174	16.8	2,174	16.8
Grants & Contributions	2,058		2,058		2,058		2,058	
Other O&M	1,793		1,793		1,567		1,567	
Subtotal	6,025		6,025		5,799		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 Qaujimajatuqangit								
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	26,864	101.8	26,864	101.8	26,638	101.8	26,638	101.8

Inuit Employment Plan

Departmental Inuit Employment Targets				
Culture and Heritage	As at June 30, 2020		For March 31, 2022	
		Capacity %		Capacity %
Total Department Positions	101.8		101.8	
Total Filled Positions	66.8	66%	80.8	79%
Total Vacancies	35	34%	21	21%
Total Beneficiaries	55	82%	67	83%
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	2	100%	2	100%
Total Senior-Management Positions	8		8	
Total Filled Senior-Management Positions	5	63%	6	75%
Total Vacant Senior-Management Positions	3	38%	2	25%
Total Beneficiaries in Senior-Management Positions	3	60%	4	67%
Total Middle-Management Positions	17		17	
Total Filled Middle-Management Positions	12	71%	15	88%
Total Vacant Middle-Management Positions	5	29%	2	12%
Total Beneficiaries in Middle-Management Positions	10	83%	12	80%
Total Professional Positions	47		47	
Total Filled Professional Positions	30	64%	36	77%
Total Vacant Professional Positions	17	36%	11	23%
Total Beneficiaries in Professional Positions	25	83%	30	83%
Total Paraprofessional Positions	9		9	
Total Filled Paraprofessional Positions	5	56%	7	78%
Total Vacant Paraprofessional Positions	4	44%	2	22%
Total Beneficiaries in Paraprofessional Positions	4	80%	6	86%
Total Administrative Positions	18.8		18.8	
Total Filled Administrative Positions	12.8	68%	14.8	79%
Total Vacant Administrative Positions	6	32%	4	21%
Total Beneficiaries in Administrative Positions	11	86%	13	88%

Capacity

As of September 30, 2020, the Department of Culture and Heritage was operating at 66% capacity with 35 vacancies. There were an 82% 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 83% Inuit employment target for March 31, 2022 as shown on the summary chart, with operating at 79% capacity with 21 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 83% 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 2020-2021

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

Status: *The Department of Culture and Heritage participated in the Ikajukqatigilauqta Career Fair in Iqaluit, hosted by Pilimmaksaivik (the Federal Centre of Excellence for Inuit Employment in Nunavut).*

The Nunavut Arctic College offers the Interpreter Translation Diploma Program and the students work at the Department of Culture and Heritage for practicum placements at the Translation Bureau Branch. The practicum placements are offered twice a year, annually.

Priorities 2021-2022

- Continue accessing the Sivuliqtiksat Internship Program for various positions within the Department of Culture and Heritage.

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.

Priorities 2023-2024

- 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.
- Using fixed-term job offer to non-Inuit to fill an identified position in the Senior Management category.
- Using restricted competition to fill an identified position in the Administrative Support category.

Department of Education

Business Plan

2021-2024

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TABLE OF CONTENTS

CORE BUSINESS

Directorate.....	107
Policy and Planning	111
Corporate Services	114
Early Learning and Child Care	118
Curriculum, Resources, and Éducation en français	121
Student Achievement	125
K-12 School Operations.....	128
Educator Development.....	132
Advanced Education	135
Financial Summary	139
Inuit Employment Plan	141

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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)			
	2020-21	2021-22	2022-23	2023-24
Directorate	3,920	4,027	4,027	4,027
Policy and Planning	2,614	2,536	2,536	2,536
Corporate Services	4,746	5,110	5,110	5,110
Early Learning and Child Care	6,159	6,101	6,101	6,101
Curriculum, Resources, and Éducation en français	7,600	7,493	7,493	7,493
Student Achievement	5,604	5,846	5,846	5,846
K-12 School Operations	177,042	186,183	190,659	194,341
Educator Development	11,035	12,162	12,162	12,176
Advanced Education	14,153	14,136	14,136	14,136
TOTAL	232,873	243,594	248,070	251,766

Directorate

Directorate includes the Deputy Minister; Associate Deputy Minister; Assistant Deputy Minister, Support Services; Assistant Deputy Minister, Education Programs; and the Communications and Partner Relations functions. The Deputy Minister, Associate Deputy Minister and Assistant Deputy Ministers provide advice to the Minister of Education and Cabinet on matters relating to the department's mandate. They also ensure implementation of ministerial direction and government policy. The department's communications efforts, as well as its efforts to work collaboratively and support the needs of its key partner organizations, are also part of this line of business.

Objectives

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

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
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Directorate		1,069	1,581	1,581	1,581
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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		583	579	579	579
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Communications is responsible for broad communications advice and support across the department and promotes an integrated corporate approach by 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		1,603	1,202	1,202	1,202
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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.				

Total, Directorate	3,920	4,027	4,027	4,027
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Priorities (2020-2021)

- Implement a Family Engagement initiative with education partners to increase community and parental involvement.
Status: The department is currently finalizing the Apataka Family Engagement website, an activity under the Family Engagement campaign.
- Develop and implement a communications plan and products to support consultation on proposed amendments to the *Child Day Care Act*.
Status: Work to amend the Child Day Care Act has been delayed due to the department’s work on Bill 25: An Act to Amend the Education Act and Inuit Language Protection Act. For this reason, there has been a delay in developing and implementing the communications plan and products to support consultations on potential amendments to the Child Day Care Act.
- Support the development of the 10-Year Educator Retention and Recruitment Strategy.
Status: Due to COVID-19, the development of the Educator Recruitment and Retention strategy has been delayed. As the strategy is further developed, communications supports will be provided. Work to date shows that a broad strategy is preferred and we are now working towards an Educator Retention and Recruitment Strategy without time constraints.
- Develop and implement communications guidelines to increase the effectiveness of internal communications within the department and its regional offices.
Status: When the COVID-19 pandemic began in March 2020, a series of communications guidelines were developed and implemented to ensure effective internal communications within the department and its regional offices, such as:
 - *A series of six guidelines and toolkits were sent to all schools and posted on the department’s website.*
 - *An education stakeholder emergency communications protocol, outlining who in the department is responsible for contacting each stakeholder.*
 - *A communications toolkit for schools and district education authorities to use in the event that there is a confirmed case of COVID-19 in their community.*

In 2020-21, the Media in Schools Protocol was also updated and sent to all schools.
- 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.

Status: *The department continues to attend career fairs and uses social media regularly to attract teachers and potential teachers. In 2020-21, advertisements were placed in local publications promoting careers in education to Inuit. Additional resources continue to be developed as the need is identified, in partnership with Nunavut Arctic College to promote teaching opportunities and the Nunavut Teacher Education Program.*

- Launch the District Education Authority / Commission scolaire francophone du Nunavut manual in all official languages.

Status: *A review of the manual will align with amendments to the Education Act and be completed by March 2021.*

The Department began developing a website to host the repository of DEA related resources and training documents that will be accessible to all DEAS.

- Pilot the Registration and Attendance Policy Toolkit with select District Education Authority(ies) and the Commission scolaire francophone du Nunavut.

Status: *The draft Attendance Policy Toolkit for District Education Authorities, including a pandemic section, will be distributed to DEAs/CSFN in the 2020-21 school year. Feedback has been incorporated and the revised Attendance Policy Toolkit will be implemented across Nunavut*

Priorities (2021-2022)

- Develop and implement a communications plan and products to support consultation on proposed amendments to the *Child Day Care Act*.
- Provide support on the development 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 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 evaluate the effectiveness of the Family Engagement Awareness campaign and begin planning for a new campaign for 2022-2025.
- Revise and implement use of the new toolkit for District Education Authorities and Commission scolaire francophone du Nunavut.
- Based on review, and evaluation and feedback, revise where required online training modules for District Education Authority members and District Education Authority Office Managers.

- Develop a revised contribution agreement with the Coalition of Nunavut District Education Authorities to reflect amendments to the *Education Act*.

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 Inuktut.
- 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.

Priorities (2023-2024)

- Review and evaluate the effectiveness of the communications campaign to promote teaching and other education occupations for Inuit, and to support Inuktut.
- Review and evaluate the effectiveness of school media, social media, and online departmental policies and protocols.
- Develop and implement effective internal communication protocols for all department offices.

Policy and Planning

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

Objectives

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

Department of Education

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

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
Policy Development		1,062	873	873	873
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		232	402	402	402
This unit maintains departmental expertise on the various acts and regulations that are the department's responsibility and provides advice to department staff and partners on that legislation including: the <i>Education Act</i> , <i>Child Day Care Act</i> , <i>Universities and Degree Granting Institutions Act</i> , and <i>Nunavut Arctic College Act</i> . This unit also leads effective research into legislation development, and reviews and updates legislation to meet the needs of Nunavummiut.					
Planning, Reporting and Evaluation		745	705	705	705
This unit provides leadership related to the department's strategic planning and reporting processes, including business planning, and annual planning. It also leads efforts to ensure that internal reporting on program effectiveness is in place, and that the department is maintaining its obligations to report on its progress to the legislature. It also takes a leadership role in setting the department's strategic Inuit Employment Plan.					
Sivummuakpaallirutiksat		420	420	420	420
The Inuit Employee Education Leave Program provides Inuit employees with an opportunity to develop professionally and advance in their careers to develop a workforce that is representative of the population it serves. The program assists the department to achieve its Inuit employment goals, by granting leave to Inuit employees working in schools to pursue full-time post-secondary studies for a predetermined time at a recognized university, college, vocational, professional or technical institute approved by the department.					
IQ/Inuit Employment Coordinator		155	136	136	136
This position works 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 want to work.					
Total, Policy and Planning		2,614	2,536	2,536	2,536

Priorities (2020-2021)

- Review and prepare proposed amendments to the *Child Day Care Act*.
Status: *Work on the Child Day Care Act has been delayed as work continued on Bill 25, an Act to Amend the Education Act and the Inuit Language Protection Act.*

Preliminary internal work began to identify aspects of the Child Day Care Act that require examination. Discussions also occurred regarding the consultation process.

- Update relevant *Education Act* regulations to align with legislative amendments.
Status: *Work to update relevant Education Act regulations is ongoing. This work was delayed due to COVID-19. It is expected that the Student Record Regulations will be completed by March 2021.*
- 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.
Status: *Due to COVID-19, the development of the 10-Year Strategic Plan has been delayed. Early work has begun establishing the process for developing the Plan. Various stakeholders will be involved in determining the priorities and goals for education over the next 10 years. Engagement planning has begun, with engagements set to begin in early 2021.*

A key component of the 10-year Strategic Plan will be ensuring that its goals and objectives can be monitored, and that progress is tracked appropriately.

- Continue to monitor progress related to implementing the Inuit Employment Plan.
Status: *The Department of Education works closely with the GN Department of Human Resources in monitoring and tracking progress related to the Inuit Employment Plan.*

Several key internal initiatives such as restricting competitions and the Sivummuakpaallirutiksat Education Leave program are being implemented to increase Inuit employment.

Priorities (2021-2022)

- Complete the 10-Year Strategic Plan to guide the efforts of the department to support the government mandate, follow its priorities, and meet its objectives.
- Coordinate the implementation of the amendments to the Education Act including the review of regulations regarding bilingual education and inclusive education.
- Continue to monitor progress related to implementing the Inuit Employment Plan and specifically the action items found within.
- Develop an accountability framework to establish reporting mechanisms for divisional programs and services including key performance indicators.

Department of Education

- Support the development of a Retention and Recruitment Strategy for Educators with a focus on increasing Inuit and Inuktitut speaking educators in Nunavut schools.
- Continue to review and prepare proposed amendments to the *Child Day Care Act*.
- Support the review of the *Student Financial Assistance Act and Regulations* to determine if amendments are necessary to improve supports provided to post-secondary students through the Financial Assistance for Nunavut Students program.

Priorities (2022-2023)

- Implement the use of key performance indicators and reporting mechanisms for divisional programs and services through the accountability framework.
- Begin a review of the *Universities and Degree-Granting Institutions Act*.
- Coordinate the 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.
- Begin consultations on proposed amendments to the *Child Day Care Act*.
- Develop potential amendments and a consultation plan for the *Student Financial Assistance Act*.

Priorities (2023-2024)

- Support the implementation of a Retention and Recruitment Strategy for Educators with the goal of increasing Inuit and Inuktitut speaking educators in Nunavut schools.
- Prepare amendments to the *Child Day Care Act* for the legislative process, and support the development of an implementation plan.
- Initiate the legislative process for amendments to the *Student Financial Assistance Act*.
- Finalize review of the *Universities and Degree-Granting Institutions 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)	2020-21	2021-22	2022-23	2023-24
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Director’s Office		566	658	658	658
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The budget provides for the infrastructure to oversee the Corporate Services division.

Financial Management		1,062	1,161	1,161	1,161
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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		347	376	376	376
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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		2,068	2,087	2,087	2,087
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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		447	564	564	564
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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		256	264	264	264
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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	4,746	5,110	5,110	5,110
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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.
Status: The department has continued to progress in developing this document. Due to the COVID-19 pandemic, work to integrate relevant pandemic responses into the manual has begun and will likely continue beyond March 2021.
- Continue to provide the necessary hardware and administrative supports to allow schools to develop capacity for video conferencing and distance learning.
Status: The department has delivered and installed video conferencing equipment to all 45 schools. Connected North programming in all schools will begin in 2021-22.
- Continue to develop IT policies and procedures to better support information technology in schools.
Status: The department has completed its IT Plan. Within this plan, various IT areas such as asset management and its corresponding implementation mechanism will be completed. The department is working on a prioritization schedule that will outline date of estimated completion for each mechanism.
- Finalize options and an implementation plan for consideration for the rollout of a full day kindergarten program.
Status: This initiative has been delayed due to COVID-19 and the emerging priorities related to the re-opening of schools. The department is planning to complete options for consideration by March 2021, and plans to re-establish its committee to review the status of and complete the implementation plan for the rollout of full day kindergarten.
- 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.
Status: The department has secured an extension to the federal agreement for Early Childhood Education to maintain affordability of parental fees. The department will continue to work with the federal government to negotiate a longer-term funding agreement.

The department is continuing its work on a plan for the implementation of full day kindergarten and the related infrastructure requirements.
- Begin to implement new capital standards on all new construction builds across the territory.
Status: This project was delayed by COVID-19. The department expects to have the updated school capital standards completed by fiscal year end 2021-22. If approved, this will enable the department to begin using the new standards with all new builds in fiscal year 2022-23.

- Develop a bussing allocation scoring matrix that will provide additional transparency on bussing purchases for communities.

***Status:** A draft bussing allocation matrix has been developed. Consultation on the draft policy has been delayed due to COVID-19. It is expected that the final matrix and associated policy will be completed by March 30, 2021.*

Priorities (2021-2022)

- Finalize the all-encompassing manual on critical events, crisis response, loss prevention, school, and medical plans, postvention, and fire safety into school programming.
- Continue to enhance the delivery of proactive fire safety and health and safety programming in schools, department offices, and facilities across Nunavut.
- Formalize IT processes and procedures to better support information technology in schools and provide stakeholders with a more streamlined approach.
- Establish an online platform to better support the collection and analysis of school violence statistics for reporting.
- Begin business function needs analysis to inform the acquisition of human resource software to support school human resource functions that will replace the current in-house system being used.
- Begin business function needs analysis to prepare for the planning, configuration, and procurement for a new Financial Assistance for Nunavut Students (FANS) database.
- Continue to increase Inuit employment throughout the department through various mechanisms available such as succession planning, direct appointments, training, and competitions.
- Prepare an implementation plan for consideration for the rollout of a full day kindergarten program.
- Finalize new capital standards relating to school builds.

COVID-19 Related Actions

- Continue to test and train Nunavut educators on the online learning platform Edsby. This tool will be essential for the Department's COVID-19 continuation plan for Nunavut schools in case of forced closures due to COVID-19.

Priorities (2022-2023)

- Identify opportunities for improvement on health, safety, and emergency preparedness training, programming, and implementation.

Department of Education

- Test and pilot a replacement Student Information System.
- Test, implement and provide training on the new Financial Assistance for Nunavut Students (FANS) database.
- Test, implement and provide training on the updated human resource software for school staff.
- Continue to increase Inuit employment throughout the department through various mechanisms available such as succession planning, direct appointments, training, and competitions.
- Begin scoping for a comprehensive capital database system that will capture pertinent information related to small capital, bussing, major capital buildings and ongoing lifecycle assets to improve process and reporting.

Priorities (2023-2024)

- Continue to enhance the delivery of proactive fire safety and health and safety programming in schools, offices, and departmental facilities across Nunavut.
- Develop a comprehensive capital database system that will capture pertinent information relating to small capital, bussing, major capital buildings and ongoing lifecycle assets to improve process and reporting.
- Continue to increase Inuit employment throughout the department through various mechanisms available such as succession planning, direct appointments, training, and competitions.

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)	2020-21	2021-22	2022-23	2023-24
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Director’s Office		340	305	305	305
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The budget provides for the staffing infrastructure to oversee the Early Learning and Child Care division.

Early Childhood Resources		713	707	707	707
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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		878	861	861	861
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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	6,159	6,101	6,101	6,101
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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.
Status: Consultations with various stakeholders have taken place and the Nunavut Early Learning and Child Care Framework is anticipated to be completed by end of March 2021.
- Continue the development of language and culturally based standardized program resources for families and early childhood programs and services.
Status: An Inuktitut pre-phonics learning program has been developed. This will be followed by an Inuinnaqtun pre-phonics learning program, which is in its development stage. Additional language and culturally based program resources such as community story books continue to be developed and distributed to licensed child care facilities.
- Develop the early childhood development strategy specifically aimed at families who are not accessing early childhood programs.
Status: Preliminary discussions have begun on how best to reach families who are not accessing early childhood programs. The strategy will be developed following the finalization of the Nunavut Early Learning and Child Care Framework.
- Support the process to amend the *Child Day Care Act*.
Status: Preliminary internal work has begun to identify aspects of the Child Day Care Act that require examination. This work will be led by Policy & Planning Division with the involvement of the Early Learning and Child Care division.

Priorities (2021-2022)

- Implement the Nunavut Early Learning and Child Care Framework 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 preparation of proposed amendments to the *Child Day Care Act* for the consultation process.

Priorities (2022-2023)

- Continue to provide 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.
- Begin development of an action plan that will guide program and service deliveries for children 0-6 years of age.
- Support child care societies, facilities, and other stakeholders to participate in consultations related to proposed amendments to the *Child Day Care Act*.

Priorities (2023-2024)

- Support preparations of amendments to the *Child Day Care Act* for the legislative process, and develop an implementation plan.
- Finalize the action plan that will support all services and creation of new resources and services for children 0-6 years of age.

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)	2020-21	2021-22	2022-23	2023-24
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Curriculum Development		3,111	2,975	2,975	2,975
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Curriculum Development is responsible for management of the department’s curriculum including regular review and replacement, when necessary. Additionally, it is responsible for ensuring that all schools have access to and are using the appropriate curriculum for each of Nunavut’s curriculum strands and programs of study for all grades and stages of development. This division is also responsible, through the *Education Act* and the *Inuit Language Protection Act*, for ensuring that the Nunavut Education Program promotes Inuit culture and languages.

Resource Services		3,756	3,696	3,696	3,696
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Resource Services is responsible for the creation, publication, and distribution of teaching resources and learning materials and other operational resources as approved by the Minister, ensuring these resources align with and support the curricular outcomes outlined in approved curriculum. The division is responsible for the management of funding for Inuit Language Implementation to ensure materials are developed and made available in all Nunavut’s official languages per the *Education Act* and *Inuit Language Protection Act*. The division is also responsible for inventory and supply chain management of teaching and learning resources, including copyright management, and the digitizing and archiving of educational materials.

Éducation en français		733	822	822	822
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Éducation en français is responsible for the provision of services to the francophone community. This Division supports the Commission scolaire francophone du Nunavut in their delivery of the French First Language curriculum, projects, and programs in French as a first language pursuant to the Department of Education’s obligations under the *Education Act*, the *Official Languages Act of Nunavut* and the *Canadian Charter of Rights and Freedoms*, which recognizes the status of the Francophone minority.

The Division is also responsible for the appropriate delivery of the French Additional Language curriculum in Nunavut schools.

Total, Curriculum, Resources, and Éducation en français	7,600	7,493	7,493	7,493
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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.

***Status:** Additional resources for the Inuktitut Titiqqiriniq literacy program were developed in 2020-21 to align with the Inuktitut language curricula. This includes levelled readers, teacher handbooks, in-service videos, digital resources, and phonics materials.*

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 the development of Inuktitut and Inuinnaqtun terminology specific to education that includes the needs of all curriculum areas to ensure that resources can be created in Inuktitut.

***Status:** Four terminology meetings for Inuktitut terminology and four meetings for Inuinnaqtun terminology took place during 2020-21 with Inuit language working groups that included linguists from Inuit Uqausinginnik Taiguusiliuqtiit.*

The focus of these meetings was the creation of educational terminology in a variety of subject areas to support curriculum development and the creation of new resources.

- 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.

***Status:** In 2020-21, the department's Transitions Team completed a jurisdictional scan to identify prerequisites for trades, college, and university programs to inform appropriate high school courses for Nunavut students. This included research on school-leaving options across Canada. The Transitions Team also began research related to work experience and experiential learning opportunities for Nunavut students.*

- 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.

***Status:** In 2020-21, the Transitions Team, within the Curriculum Development Division, worked to identify career awareness opportunities that can be embedded into curriculum areas like Health and Social Studies. The department also worked with the Department of Family Services to create additional career development resources for the Inuktitut Titiqqiriniq literacy program, to support career planning at all grades. The Curriculum Development division established a working group of educators and guidance counsellors to review Career and Program Planning modules and tools.*

- Continue to implement an Uqausiliriniq language curriculum development plan to fully support Nunavut's language of instruction models.

Status: In 2020-21, the Curriculum Development division completed the final draft of the Inuktut as a second language curriculum (IL2) from Kindergarten to Grade 5, along with associated teaching and learning resources. As well, draft versions of the English Language Arts first language curriculum (ELA1) and the English as a second language curriculum (EL2) were completed from Kindergarten to Grade 6.

Priorities (2021-2022)

- Continue the development of made-in-Nunavut curriculum in a variety of subject areas and grade levels to support the 20-Year Language of Instruction (LOI) Implementation Plan, with a focus on K-6 for core subject areas.
- Continue the development of Inuktut resources to align with new curriculum identified in the 20-Year Language of Instruction (LOI) Implementation Plan, including student learning materials, teacher resources, and classroom supports to strengthen the bilingual education program.
- In conjunction with the 20-Year Language of Instruction (LOI) Implementation Plan, continue the development of an updated Career and Program Planning curriculum for all grades, to assist students to form a clear pathway to post-secondary education, apprenticeship, and meaningful employment.

Priorities (2022-2023)

- Continue the development of made-in-Nunavut curriculum in a variety of subject areas and grade levels to support the 20-Year Language of Instruction (LOI) Implementation Plan, with a focus on Health and Social Studies for Grades 7-9.
- Continue the development of Inuktut resources to align with new curriculum identified in the 20-Year Language of Instruction (LOI) implementation plan, including student learning materials, teacher resources, and classroom supports to strengthen the bilingual education program.
- In conjunction with the 20-Year Language of Instruction (LOI) Implementation Plan, continue the development of an updated Career and Program Planning curriculum for all grades, to assist students to form a clear pathway to post-secondary education, apprenticeship, and meaningful employment.

Priorities (2023-2024)

- Continue the development of made-in-Nunavut curriculum in a variety of subject areas and grade levels to support the 20-Year Language of Instruction (LOI) Implementation Plan, with a focus on Grades 7 for Inuktut language curricula and Grades 7-9 for English language curricula.

- Continue the development of Inuktitut resources to align with new curriculum identified in the 20-Year Language of Instruction (LOI) Implementation Plan, including student learning materials, teacher resources, and classroom supports to strengthen the bilingual education program.
- In conjunction with the 20-Year Language of Instruction (LOI) Implementation Plan, finalize an updated Career and Program Planning curriculum for all grades, to assist students to form a clear pathway to post-secondary education, apprenticeship, and meaningful employment.

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)	2020-21	2021-22	2022-23	2023-24
Director's Office		733	756	756	756
Student Assessment		1,155	873	873	873

The budget provides for the staffing infrastructure to oversee the Student Achievement division.

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	1,133	1,360	1,360	1,360
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Student Achievement is responsible for supporting inclusive schooling in Nunavut through the development of policies, procedures, and standards to enhance staff skills and knowledge, and to provide education support services. The unit is also responsible for overseeing home schooling and for the provision of health and wellness guidance and supports to ensure schools are safe and welcoming environments.

Inclusive Education	2,583	2,857	2,857	2,857
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Student Achievement is responsible for the provision of education support services for Nunavut students that may be required to enable them to access the Education Program. Supports may range from the provision of assistive technology required for use in the classroom, to diagnostic assessment, and the provision of specialized services and supports.

Total, Student Achievement	5,604	5,846	5,846	5,846
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Priorities (2020-2021)

- Implement the Nunavut Assessment, Evaluation and Reporting Policy, Framework Kindergarten to Grade 12, and associated Handbook.
Status: The department reassessed the implementation plan and expanded the Iilitaunnikuliniriniq Policy, Framework and Handbook project to include a Procedural Guide which has been completed and will be implemented in 2021-22.
- Field-test an early years assessment for Inuktitut Language Arts in relation to the Inuktitut Language Arts Kindergarten to Grade 6 (first language) curriculum.
Status: The department's Inuktitut Language Arts Working Group completed the field test of assessment tools for Kindergarten and Grade 1. Work continues for further grades.
- Continue implementing an Inclusive Education Framework Kindergarten to Grade 12, Action Plan and associated handbooks.
Status: In 2020-21, the department implemented the Student Support Assistant Handbook, and finalized the Inclusive Education Policy and a draft School Team Support Handbook. Additionally, the department completed drafts of four new guides for teaching students who have Fetal Alcohol Spectrum Disorder, Attention Deficit Hyperactive Disorder, Down's Syndrome, or are Deaf and Hard of Hearing.
- Begin to implement a Safe and Caring Schools Framework and Action Plan that will support student social-emotional development.
Status: The Department amended the Makitattiarniq Framework and Action Plan project to include a Makitattiarniq Handbook to guide a whole-school approach to planning for safe and caring schools. This handbook has been completed in draft form. Work on components under the framework continued throughout 2020-21, including resourcing of Northern Zones Modules and Kits for K-12.

- Continue to expand and evaluate the Education Support Services Program to better support the success in learning of all school-aged Nunavummiut.

***Status:** In 2020-21, the department expanded the range of the Education Support Services Program to include delivery of services to the Kitikmeot schools. In addition to occupational therapy, physiotherapy, speech language and applied behaviour analysis, psychoeducational assessment is also offered under the program. The department began to develop and implement a model for remote delivery of services for all schools.*

A school-based mental health pilot was also initiated in all three regions.

- Implement the *Education Act* Regulations specifically focused on Student Record Regulations and complete the Nunavut Student Records Information Management Directive.

***Status:** The Student Records Regulations and the Student Records Information Management Directive are expected to be completed by March 2021. These documents will form part of the Ilitaunnikuliriniq Procedural Guide to be implemented in 2021-22.*

- Update the Nunavut Student Information System to align with the revised Student Record Regulations.

***Status:** In 2020-21, the department's Student Records Advisory Committee continued the work of upgrading the Student Information System for improved data collection, evaluation, and monitoring. This working group collaborates to increase the standardization and improvement of system-wide collection, recording, evaluation, and monitoring of student attendance data on an annual basis.*

Priorities (2021-2022)

- Begin the implementation of the Ilitaunnikuliriniq Policy, Framework, Handbook and Procedural Guide for student assessment in Kindergarten to Grade 12.
- 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 and new Student Records Management Directive.
- Begin to implement the Makitattiarniq Framework and Handbook that will support student wellness and learning in safe and caring schools.
- Continue to develop and implement new assessment tools for Inuktitut Language Arts in relation to the Inuktitut Language Arts Kindergarten to Grade 6 (first and second language) curriculum.

Priorities (2022-2023)

- Continue to develop and implement new assessment tools for Inuktitut Language Arts in relation to the Inuktitut Language Arts Kindergarten to Grade 6 (first and second language) curriculum.

- Monitor and evaluate already implemented assessment tools 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 Ilitaunnikuliriniq Policy, Framework, Handbook and Procedural Guide.
- Continue ongoing evaluation, updating and maintenance of the Nunavut Student Information System to align with the recently implemented Student Records Regulations and Student Records Information Management Directive.
- Continue the ongoing implementation of the Makitattiarniq Framework and Handbook to strengthen Nunavut's whole-school approach to planning for safety and belonging.
- Continue to expand and evaluate the Education Support Services Program to better support the success in learning of all school-aged Nunavummiut.

Priorities (2023-2024)

- Complete the system-wide implementation of the Ilitaunnikuliriniq Policy, Framework, Handbook, and Procedural Guide.
- Continue to develop and implement Ilitaunnikuliriniq Inuktitut Language Arts First and Second Language to guide, support, resource, and implement student assessment from Kindergarten to Grade 6.
- Continue the ongoing development of assessment tools and guides to support the 20-Year Language of Instruction (LOI) Implementation Plan.
- Complete the implementation of the Makitattiarniq Framework and Handbook to guide a whole-school approach to planning for safe and caring schools.
- Develop, implement, and evaluate a blended remote and in-person delivery model for the Education Support Services Program; this includes the ongoing development, in-servicing, and evaluation of training videos/webinars related to service delivery.

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)	2020-21	2021-22	2022-23	2023-24
Kindergarten-Grade 12 Instruction		151,721	157,613	160,099	163,781
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		12,885	13,674	13,674	13,674
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		12,225	14,627	16,617	16,617
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		211	269	269	269
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		177,042	186,183	190,659	194,341

Priorities (2020-2021)

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

Status: The department is working in collaboration with stakeholders to ensure that supports are in place to support Nunavut schools. Work to develop and implement the Makitattiarniq Framework and Action Plan (Safe and Caring Schools) continues.

The department developed a comprehensive set of health and safety, and learning guidelines to support the re-opening of schools following closures related to COVID-19.

- 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 and are ongoing. Training is provided through conferences, courses, and workshops provided on the four days set aside in school calendars for in-servicing.

Regional School Operations staff supported principals with implementation of the Professional Development Frameworks and the use of a draft school visitation tool.

Preliminary planning is underway to establish online professional learning communities for Student Support Teachers as well as Learning Coaches in 2020-2021.

- Continue to support attendance and Family Engagement programs, working closely with District Education Authorities.

Status: The department is currently finalizing the Apataka Family Engagement website, as part of its Family Engagement campaign. The website will support DEAs and schools in engaging families to increase student attendance.

- Continue to monitor the implementation progress and success of the Nunavut Literacy Framework Kindergarten-Grade 12 and action plan.

Status: Additional resources for the Inuktitut Titiqiriniq literacy program were developed in 2020-21 to align with the Inuktitut language curricula.

Resources developed to date include over 600 student books and teacher resources in Inuktitut, and over 250 student books and teacher resources in Inuinnaqtun.

- Ensure consistency and quality in curriculum delivery across Nunavut to enable student success, not only in Nunavut, but in any Canadian jurisdiction.

Status: The department will continue to work to ensure quality and consistency in curriculum delivery. As the department's Language of Instruction Implementation Plan is developed, standard assessment tools and curriculum training will be implemented to ensure consistency across the territory.

The department's curriculum development involves jurisdictional scans and reviews of national standards to ensure that the quality of the content is in line with other parts of the country.

- Continue efforts to staff schools with qualified educators and support staff.

Status: A committee has been put in place to develop an Educator Retention and Recruitment Strategy. This strategy will outline ways to retain and recruit educators in Nunavut for the short-to-medium term as well as developing more Inuit educators longer-term.

- Support the department's Inuit employment efforts, particularly relating to bilingual education. **Status:** Regional School Operations continue to implement initiatives that support the department's Inuit Employment Plan. Interested NEU staff in all regions are encouraged to take Education Leave under the Sivummuakpaallirutiksatsat program and be trained through NTEP to become qualified teachers.

Priorities (2021-2022)

- Continue to support the development of safe schools and communities.
- 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 to support the department's Inuit employment efforts, particularly relating to bilingual education.

COVID-19 Related Actions

- Support the implementation of the online learning platform Edsby. This tool will be essential for the department's COVID-19 continuation plan for Nunavut schools in case of forced closures due to COVID-19.

Priorities (2022-2023)

- Continue to support the development of safe schools and communities.
- Continue the implementation of the online learning platform Edsby to support remote and in-class learning.
- 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.

Priorities (2023-2024)

- Continue to support the department's Inuit employment efforts, particularly relating to bilingual education.

Educator Development

Educator Development is responsible for the design and delivery of a professional development framework for employees in Nunavut's school system. This includes orientation for new employees; mentorship opportunities; and delivery of training designed to improve professional practice so that instructional, assessment and inclusive schooling practices are of the highest standard possible. It is also responsible for certification and standards for teachers.

Objectives

- To design and deliver a professional development framework for employees in Nunavut's school system including professional standards, and ongoing assessment, training and development to meet the needs of educators and support staff.
- To coordinate with Government of Nunavut departments, divisions, and contractors to respond to the needs of Nunavut's school-based employees by providing training and professional development opportunities that will support high-quality instruction, assessment, and inclusion practices in Nunavut schools.
- To ensure that school staff are equipped with the skills, knowledge, and confidence to successfully deliver the Education Program 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)	2020-21	2021-22	2022-23	2023-24
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Program Implementation

and Training 7,118 7,693 7,693 7,693

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 302 300 300 300

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 3,615 4,169 4,169 4,183

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

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

Total, Educator Development	11,035	12,162	12,162	12,176
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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.
Status: This project has been delayed due to COVID-19. The scope of this strategy has now expanded to include more feedback from partners. A Project Charter and Project Plan has been developed for the Strategy with a focus on addressing teacher shortages and to supporting Inuit employment targets.
- Begin to provide opportunities for educators to collaborate online using a professional learning community platform.
Status: A soft launch of an online professional learning platform took place in spring 2020 to provide a space for Inuktitut teachers to collaborate on their implementation of Inuktitut Titiqqiriniq program resources, and for school leaders and learning coaches to support their educators as they implement the Inuktitut Titiqqiriniq program.

In July 2020, the online professional learning platform was fully launched with spaces for learning coaches, student support teachers, school leaders, and new teachers to collaborate.
- 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.
Status: Due to challenges related to COVID-19 in spring 2020, Professional Development Plans were not submitted by all educators before the end of the school year. Professional Development Plans will be submitted in December/January 2020. These plans will be analyzed for reoccurring trends, which will inform training decisions for the 2021-2022 school year.
- 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.
Status: Courses on family engagement and reflective practice were delivered online in Inuktitut and English in summer 2020. A course on school improvement planning was offered online in English in fall 2020 and a course on proactive instructional leadership was offered in winter 2021 with sections in Inuktitut and English.
- Release the finalized School Leaders Quick Start Guide and draft Teachers Key Essentials Guide to support school-based orientation.

Status: *A draft of the School Leaders' Key Essentials Guide and the Teachers' Key Essentials Guide were provided in all languages to all new educators as well as all new and returning school leaders to support school-based orientation in summer/fall 2020.*

Feedback was collected in fall 2020 to inform final revisions which will be complete by December. We anticipate that graphic design and finalized translations will be complete in winter 2021.

- Complete the development of a formal mentorship program for teachers.
Status: *This priority will be carried over to 2021-2022. A draft framework for a mentorship program has been completed. A working group will be established and will provide feedback on this framework by the end of 2020-21. Their feedback will inform the completion of the mentorship program.*

Priorities (2021-2022)

- Continue the development of the department's Educator Retention and Recruitment Strategy to address teacher shortages and to support Inuit employment targets.
- Evaluate the performance of the professional learning community platform and based on the feedback continue to provide opportunities for educators to collaborate online.
- Continue to offer and modify courses for current and aspiring principals to meet the requirements for Principal Certification in both English and Inuktitut.
- Continue the development of a formal mentorship program for teachers.
- Provide orientation supports to assist newly hired educators with their transition into the Nunavut education system.

Priorities (2022-2023)

- Continue to offer and modify courses for current and aspiring principals to meet the requirements for Principal Certification in both English and Inuktitut
- Complete the development of a formal mentorship program for educators.

Priorities (2023-2024)

- Begin implementation of a formal mentorship program for educators.
- Collect feedback to improve courses for current and aspiring principals to meet the requirements for Principal Certification in both English and Inuktitut.

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)	2020-21	2021-22	2022-23	2023-24
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Director's Office		226	227	227	227
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The budget provides for the staffing infrastructure to oversee the Advanced Education division.

Adult Program Monitoring and Evaluation

		263	261	261	261
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This unit is responsible for reviewing adult programs offered by institutions, third-party service providers, and government in order to determine their impacts and to ensure that they are of high quality and of benefit to the territory.

Adult Literacy and Basic Education		394	395	395	395
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This program provides funding to organizations capable of demonstrating the capacity to positively impact Nunavut communities and adult learners through the provision of training or the development of resources that will increase adult literacy in all official languages, as well as numeracy and employability.

General Education Development 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) 397 **392** 392 392

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

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

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

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

Financial Assistance for Nunavut Students (FANS) 10,182 **10,170** 10,170 10,170

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

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

Total, Advanced Education 14,153 **14,136** 14,136 14,136

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.
Status: Research, statistical data collection, and meetings with partners and stakeholders are ongoing. It is anticipated that a draft strategy will be complete by March 31, 2021 and that implementation will begin in fall 2021.
- In collaboration with Nunavut Arctic College, explore the possibility of partnering with an institution to offer a Master of Education in Administration in order to support Inuit employees to become principals.

Status: The department continues to engage in discussions with Nunavut Arctic College about the development of a Master of Education degree program. The focus of this program has shifted away from specifying that the Master of Education degree be in Administration in order to enable alignment with the College's plans for the development of a Master's degree. The department will continue to engage in conversations with the College.

- In collaboration with Nunavut Arctic College, work to offer an Inuktitut language diploma program in order to support the department's Inuit employment goals.

Status: Through its role on Nunavut Arctic College's sector advisory committee for NTEP, the department has provided insight and recommendations to inform course selection for the diploma program.

The department has also discussed with the College the sharing of departmental curriculum, resources, and assessments as they are developed so that they can inform the diploma program and the revisions to NTEP. The first cohort of the diploma program started in 2020-21.

- In collaboration with the Department of Family Services, implement the plan for the Nunavut Adult Learning Strategy.

Status: The review of the Nunavut Adult Learning Strategy (NALS) was tabled in March 2020 and was shared with the Department of Family Services and Nunavut Tunngavik Inc. It is anticipated that a working group will be established with key partners and stakeholders to review the recommendations and develop a draft action plan by March 2021.

- In collaboration with Nunavut Arctic College and Family Services, explore options for supporting adult learners' transition to post-secondary studies.

Status: The department has implemented enhancements associated with the 2020-21 budget increase for the Financial Assistance for Nunavut Students program. These enhancements include an increase to the basic grant maximum and a new housing supplement to aid with rent costs for students who leave their home community to attend post-secondary education. It is anticipated that a retention fund will also be implemented in 2020-21.

A draft action plan for NALS will be complete by March 2021 that lays the groundwork for future departmental collaboration with the College and the Department of Family Services for supporting adult learner transitions.

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, implement the action plan for the Nunavut Adult Learning Strategy.
- In collaboration with Nunavut Arctic College, work to offer a Master of Education to support the department's Inuit employment goals.

Department of Education

- Review the *Student Financial Assistance Act* and Regulations to improve supports provided to post-secondary students through the Nunavut Financial Assistance program.
- Continue to explore options for the Student Support Assistance program development with Nunavut Arctic College.
- Continue the development of the Educator Retention and Recruitment Strategy to support the department's Inuit employment plans and language of instruction needs.
- Support the needs analysis to prepare for the planning and procurement of a new FANS database.

Priorities (2022-2023)

- In collaboration with the Department of Family Services, continue to implement the action plan for the Nunavut Adult Learning Strategy and monitor and evaluate progress.
- 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.
- Finalize the review of the *Student Financial Assistance Act*.
- Support the testing, implementation, and training for the new FANS database.

Priorities (2023-2024)

- Continue to monitor progress of the Nunavut Adult Learning Strategy action plan implementation and start laying the groundwork for the development of a renewed adult learning strategy.
- Continue the review of the *Universities and Degree-Granting Institutions Act*.
- Develop a mechanism to report annually on adult learning in the territory.
- Continue the review of the *Student Financial Assistance Act*.

Financial Summary

Branch	2020-2021		2021-2022		2022-2023		2023-2024	
	Main Estimates		Planned		Planned			
	\$000	PYs	\$000	PYs	\$000	PYs		
Directorate								
Compensation & Benefits	1,905	14.0	2,032	17.0	2,032	17.0	2,032	17.0
Grants & Contributions	665		665		665		665	
Other O&M	1,350		1,330		1,330		1,330	
Subtotal	3,920		4,027		4,027		4,027	
Policy and Planning								
Compensation & Benefits	1,671	14.0	1,402	12.0	1,402	12.0	1,402	12.0
Grants & Contributions	-		-		-		-	
Other O&M	943		1,134		1,134		1,134	
Subtotal	2,614		2,536		2,536		2,536	
Corporate Services								
Compensation & Benefits	3,331	29.0	3,460	30.0	3,460	30.0	3,460	30.0
Grants & Contributions	85		85		85		85	
Other O&M	1,330		1,565		1,565		1,565	
Subtotal	4,746		5,110		5,110		5,110	
Early Learning and Child Care								
Compensation & Benefits	1,240	10.0	1,226	10.0	1,226	10.0	1,226	10.0
Grants & Contributions	4,278		4,278		4,278		4,278	
Other O&M	641		597		597		597	
Subtotal	6,159		6,101		6,101		6,101	
Curriculum, Resources and French Education								
Compensation & Benefits	4,057	33.0	3,849	32.0	3,849	32.0	3,849	32.0
Grants & Contributions	-		100		100		100	
Other O&M	3,543		3,544		3,544		3,544	
Subtotal	7,600		7,493		7,493		7,493	
Student Achievement								
Compensation & Benefits	1,806	15.0	1,715	15.0	1,715	15.0	1,715	15.0
Grants & Contributions	535		576		576		576	
Other O&M	3,263		3,555		3,555		3,555	
Subtotal	5,604		5,846		5,846		5,846	
K-12 School Operations								
Compensation & Benefits	156,892	1,202.8	162,495	1,274.4	164,981	1,299.5	168,663	1,327.0
Grants & Contributions	13,476		14,323		14,323		14,323	
Other O&M	6,674		9,365		11,355		11,355	
Subtotal	177,042		186,183		190,659		194,341	
Educator Development								
Compensation & Benefits	2,629	22.0	2,581	22.0	2,581	22.0	2,581	22.0
Grants & Contributions	4,603		5,785		5,785		5,799	
Other O&M	3,803		3,796		3,796		3,796	
Subtotal	11,035		12,162		12,162		12,176	

Department of Education

Advanced Education								
Compensation & Benefits	2,033	17.0	2,019	17.0	2,019	17.0	2,019	17.0
Grants & Contributions	11,778		11,778		11,778		11,778	
Other O&M	342		339		339		339	
Subtotal	14,153		14,136		14,136		14,136	
Total	232,873	1,356.8	243,594	1,429.4	248,070	1,454.5	251,766	1,482.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Education	As at Sept. 30, 2020		For March 31, 2022	
		Capacity %		Capacity %
Total Department Positions	1388.23		1429.38	
Total Filled Positions	1184.87	85%	1235.01	86%
Total Vacancies	203.36	15%	194.37	14%
Total Inuit	561.87	47%	642	52%
Total Executive Positions	4		3	
Total Filled Executive Positions	2	50%	3	100%
Total Vacant Executive Positions	2	50%	0	0%
Total Inuit in Executive Positions	1	50%	2	67%
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 Inuit in Senior-Management Positions	0	0%	4	21%
Total Middle-Management Positions	75		75	
Total Filled Middle-Management Positions	63	84%	65	87%
Total Vacant Middle-Management Positions	12	16%	10	13%
Total Inuit in Middle-Management Positions	17	27%	20	31%
Total Professional Positions	802.03		802.03	
Total Filled Professional Positions	730.53	91%	730.53	91%
Total Vacant Professional Positions	71.5	9%	71.5	9%
Total Inuit in Professional Positions	208.53	29%	222	30%
Total Paraprofessional Positions	172.5		172.5	
Total Filled Paraprofessional Positions	137	79%	137	79%
Total Vacant Paraprofessional Positions	35.5	21%	35.5	21%
Total Inuit in Paraprofessional Positions	115.5	84%	123	90%
Total Administrative Positions	314.7		356.85	
Total Filled Administrative Positions	238.34	76%	280.48	79%
Total Vacant Administrative Positions	76.36	24%	76.37	21%
Total Inuit in Administrative Positions	219.84	92%	271	97%

Capacity

The Department of Education is focused on improving existing Inuit staff capacity. Progress has been made on several IEP initiatives for 2020-21.

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. Eight employees enrolled in the program for 2020-21 and 3 employees have completed their studies.

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

The Inuit Qaujimagatuqangit / 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 (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.
Status: The department continues to use and promote career development programs for Inuit employees at all levels. There are currently three employees currently enrolled in the Hivuliqtikhanut Emerging Leaders and Supervisors training series.
- Continue to adapt and modify the Certificate in 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: The Certificate in Educational Leadership in Nunavut program is offered in Inuktitut and English to all school educators interested in becoming school leaders (principals and vice-principals).
 - In 2020-21, nine Inuit educators completed CELN courses offered 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: This project was delayed due to COVID-19. The department will continue to work with NAC and Memorial University over the 2020-21 fiscal year to lay the groundwork for the development of a SSA Certificate 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 continues to develop a variety of Inuktitut curriculum tools and supports for bilingual educators, including materials for instruction, and teachers' guides.

Increased training, including literacy framework training, is being offered in Inuktitut.

- Continue to provide funding to Nunavut Arctic College to deliver Nunavut Teacher Education Programs and work to improve the reporting on those programs.

Status: The department provides annual funding to Nunavut Arctic College to deliver the Nunavut Teacher Education Program.

The department is reviewing the reporting requirements for the contribution agreement and plans to create guidelines for this reporting to ensure improved consistency between the content of the reports. This work has been delayed due to capacity and COVID-19.

- 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.

Status: The department had planned with the Quality of Life Secretariat to deliver ICC training to schools in Arviat, Whale Cove, Baker Lake, Grise Fiord, Resolute Bay, and Arctic Bay during the 2019-20 school year, however, these deliveries were not completed due to complications that resulted from ransomware and then restrictions due to COVID-19.

Several Department of Education staff have now been trained to deliver the ICC workshop.

When possible, more ICC workshops will be offered to school staff across the territory.

- Target superintendent of schools positions to increase representation in the 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 will be graduating in September 2021.

- 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.

Status: A major focus of the development of the Educator Retention and Recruitment Plan will be the longer-term goal of sustainable development of Inuit and Inuktitut-speaking educators.

The department continues to work alongside partners, such as Nunavut Arctic College, to fund and promote various education career paths to high school students.

Existing Education events and projects relevant to communicating and promoting Inuit and Inuktitut-speaking educator employment will be incorporated into the Educator Retention and Recruitment communication plan.

Department of Education

- Continue to use Inuit employment goals in performance management goals for senior managers.
Status: It is anticipated that IEP goals will be incorporated into the department's regular planning and monitoring process. The department will continue to use Inuit employment goals in performance management goals for Senior Managers.
- Establish a new language assistant position for schools to support language instruction in Inuktitut and language model implementation.
Status: This 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: A draft framework for a mentorship program has been completed, and a working group will be established and will provide feedback on this framework.
- In collaboration with Nunavut Arctic College, research and design an Inuktitut language teaching diploma in order to support the department's Inuit employment goals.
Status: Through its representation on NAC's NTEP Advisory Group, the Department of Education is working with NAC and other stakeholders to inform the development of a language specialist diploma which is expected to be embedded into Year 2 of NTEP. The department will continue to work with NAC on the development of the program.
- 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.
Status: The department continues to engage in discussions with Nunavut Arctic College about the development of a Master of Education degree program.

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.
- Collaborate with Nunavut Arctic College on a Master of Education degree, 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 Educator Retention and Recruitment Strategy to determine if it is responding to the needs of Inuit educators.
- Continue to utilize the Sivuliqtiksat Internship Program to target Superintendent of Schools positions to increase representation in the senior management category.
- Through the 20-Year Language of Instruction Implementation Plan, continue to actively support and focus on the needs of Nunavut's bilingual Inuit educators, particularly those who teach Inuktitut, by providing new curriculum, resources and training supports to assist them to successfully implement the department's 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.

Priorities (2023-2024)

- Continue to target and support Inuit employees and actively use HR programming such as Sivuliqtiksat.
- Collaborate with Nunavut Artic College to strategically increase the number of NTEP program offerings in communities.
- Continue work on the 20-Year Language of Instruction Implementation Plan to actively support and focus on the needs of Nunavut's bilingual Inuit educators, particularly those who teach in Inuktitut.
- Implement any necessary program revisions to improve 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.

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Department of

Health

**Business
Plan**

2021-2024

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TABLE OF CONTENTS

CORE BUSINESS

Directorate	147
Inuusivut	150
Public Health.....	152
Health Care Service Delivery	154
Financial Summary	159
Inuit Employment Plan	160

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CORE BUSINESS

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

	Budget (\$000)			
	2020-21	2021-22	2022-23	2023-24
Directorate	45,573	47,913	47,913	45,573
Inuusivut	11,490	11,490	11,490	11,490
Public Health	23,884	25,045	25,045	25,045
Health Care Service Delivery	387,980	386,669	386,669	386,669
TOTAL	468,927	471,117	471,117	468,777

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)	2020-21	2021-22	2022-23	2023-24
Deputy Minister		1,356	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.

Department of Health

ADM Programs and Standards	14,605	15,696	15,696	14,605
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This Division provides overall management and leadership in developing territorial programs, policies, standards and guidelines, and local community capacity building. It is responsible for promoting and maintaining information on the health of Nunavummiut.

ADM Operations	6,285	7,411	7,411	6,285
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This Division provides overall management and leadership for Iqaluit and regional operations in the delivery of programs, and initiatives, services, and support for local capacity building.

Corporate Services	4,335	4,335	4,335	4,335
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Corporate Services is a multi-disciplinary division providing advice in the areas of finance, administration, capital planning, and health information technology. This division provides health insurance services to the public, and takes a leadership role in the maintenance of vital statistics and the administration of Non-insured Health Benefits on behalf of Indigenous Services Canada.

Human Resources	10,146	10,146	10,146	10,146
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Human Resources provides support for recruitment and retention, Inuit employment planning and general human resource administration.

Policy and Planning	1,118	1,241	1,241	1,118
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Policy and Planning provides leadership and advisory services in the review, development, and implementation of departmental policies and legislation; leads strategic planning and business planning processes for the department; provides policy and strategic advice and support to the Deputy Minister and Minister's office; and coordinates the department's working relationships with federal, provincial, and territorial (FPT) counterparts.

Health Information Unit	7,728	7,728	7,728	7,728
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The Health Information Unit serves as the primary structure for the creation, management, protection, and utilization of health information resources within the Department of Health. This information includes health care utilization, physician visits (in and out of territory), hospitalizations (in and out of territory), chronic disease statistics, homecare utilization, and cancer data. The Health Information Unit processes over half a million paper-based records per year and provides a variety of health statistics.

Total, Directorate	45,573	47,913	47,913	45,573
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Priorities (2020-21)

- Monitor the implementation of the departmental human resources plan.
Status: Health is commencing the development of a new departmental human resources plan, with broader consideration for non-clinical roles within the health system. It is anticipated this will be finalized in 2021-22.

- Evaluate the Health Insurance Program.
Status: The evaluation of the Health Insurance Program is ongoing. Health Insurance is working closely with Health Human Resources to proceed with the staffing component of this review.
- Monitor Medical Travel to ensure the effectiveness of health care services.
Status: Ongoing monitoring is taking place by Medical Travel Programs.
- 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.

COVID-19 Related Actions

- With support from Canada Health Infoway and the federal government, investments have been made in Nunavut's virtual care technologies in order to increase access to virtual health care options for Nunavummiut.
- Increased collaborative efforts with federal, provincial, and territorial governments to ensure Nunavut's COVID-19 response is in line with national efforts, and informed by new and developing approaches, while recognizing the territory's existing knowledge base of best practices when it comes to the delivery of health services in remote arctic communities.

Priorities (2021-22)

- Finalize a new departmental human resources plan that includes non-clinical roles within the health system.
- Continue with the legislative process to develop and introduce health privacy legislation.
- Expand the use of telehealth and virtual care solutions, by both capacity and utilization in all regions.

Priorities (2022-23)

- Commence a review of the *Hospital Insurance and Health and Social Services Administration Act*.
- Continue with the legislative process to develop and introduce health privacy legislation. .

Priorities (2023-24)

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

Inuusivut

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

Objectives

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

Programs Budget (\$000)	2020-21	2021-22	2022-23	2023-24
Inuusivut	2,464	2,464	2,464	2,464
Inuusivut 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 led initiatives for suicide prevention, intervention and post-vention, mental wellness and resiliency. It also allows for suicide prevention planning, community-led research, training, professional development, and self-care.				
Mobile Trauma Response	886	886	886	886
Providing care, counseling and healing to Inuit communities and Inuit language clients via community visits and toll-free telephone counselling.				
Embrace Life Council	726	726	726	726
Contribution funding for the Embrace Life Council. The Council supports individuals and groups in Nunavut to take well-informed action to prevent suicide through education, awareness and community capacity strengthening activities.				
Kamatsiaqtut Help Line	75	75	75	75
Contribution to the operation of the Nunavut based 24-hour crisis help line.				

Addictions & Trauma Treatment	4,345	4,345	4,345	4,345
Providing enhanced community-based services, Inuit workforce development, and supporting the establishment of a Nunavut Recovery Centre and Development Team.				
Total, Inuusivut	11,490	11,490	11,490	11,490

Priorities (2020-21)

- Implement the long-term suicide prevention action plan, programs and policies with partners and stakeholders.
Status: The Nunavut Suicide Prevention Strategy is being implemented with partners and stakeholders.
- Conduct a review of the Upigivatsi Contributions Program.
Status: Priority deferred to 2021-22.

COVID-19 Related Actions

- Beginning March 2020, coordinated and provided oversight for the management of out-of-territory isolation hubs.
- Provided additional one-time funding to the Kamatsiaqtut Help Line to increase hours of operation in support of individuals requiring mental health supports during the pandemic.

Priorities (2021-22)

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

Priorities (2022-23)

- Work with stakeholders and partners of the Nunavut Suicide Prevention Strategy and/or action plan to develop and begin implementation of the renewed strategy and action plan.
- Work towards enhanced in-territory addictions and trauma treatment, such as the Nunavut Recovery Centre and land-based programming.

Priorities (2023-24)

- Work towards enhanced in-territory addictions and trauma treatment, such as the Nunavut Recovery Centre and land-based programming in anticipation of the facility’s opening in 2025.
- Collaborate with stakeholders and partners on the continued implementation of the Nunavut Suicide Prevention Strategy and Action Plan.

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 affect their health and wellbeing.
- To strengthen partnerships with Inuit organizations with respect to public health programs and policy development.
- To evaluate the effectiveness and relevance of Public Health programming.

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
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Chief Medical Officer of Health		2,071	2,071	2,071	2,071
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The Chief Medical Officer of Health (CMOH) provides leadership and expertise to population health and health protection programs. The CMOH also establishes and maintains public health standards and best practices as well as advocating for the preservation and improvement of the health of Nunavummiut.

Health Protection		4,627	5,788	5,788	5,788
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The Health Protection unit works to protect public health and safety. The unit works to prevent and control the spread of communicable diseases by providing immunizations, health education and counseling; investigating outbreaks; and providing follow-up on reportable diseases. Environmental Health Officers (EHOs) inspect and monitor activities and premises that may affect the public's health. They advise, inspect, and educate operators of public places like restaurants, daycares, swimming pools, rental properties, and personal service establishments about safe practices that protect the public. Additionally, EHOs protect Nunavummiut from potential rabies exposure, zoonotic disease, and other health risks linked to unsafe drinking water, unsafe housing, and other unsafe conditions in the environment. The emphasis of this unit is to work specifically with the public in ensuring their health and safety.

Population Health		17,186	17,186	17,186	17,186
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Population health supports individuals, groups, and communities to obtain knowledge, skills, and control over decision-making, advocacy, and community mobilization of resources to achieve population health and wellness. The program provides for direct involvement and partnerships of stakeholders in matters pertaining to the delivery of public health programs including: tobacco reduction, food security, school health, maternal and child health, chronic disease and injury

prevention, mental wellness, and active living. This program also administers a variety of federally funded health enhancement programs and initiatives.

Total, Public Health	23,884	25,045	25,045	25,045
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Priorities (2020-21)

- Use reporting from the sexual health program to inform future program priority areas.
Status: Reporting data continues to be collected through Population Health Information to inform program priority areas.
- Complete the legislative process to propose amendments to the *Tobacco Control and Smoke Free Places Act*.
Status: Bill 57, the new Tobacco and Smoking Act received second reading in the Legislative Assembly on October 23, 2020.

COVID-19 Related Actions

- Commenced the Incident Command Structure in March 2020 to coordinate the Department’s response to COVID-19.
- Procured personal protective equipment for front-line health workers and established a three-month emergency territorial supply.
- In partnership with the Department of Justice, the office of the Chief Public Health Officer developed public health measures enacted through orders under the *Public Health Act* to protect the health and wellbeing of Nunavummiut with respect to risks of COVID-19.
- Engaged in daily communications with federal, provincial, territorial (FPT) partners and leading health experts to inform, tailor, and adjust the Department of Health’s public health response to COVID-19.
- Developed a territory-wide COVID-19 testing approach that factors in new testing technologies and capabilities and focuses on reducing testing turnaround times.

Priorities (2021-22)

- Continue to implement the Educational Upgrade Program to support an increase in the Inuit health workforce across Nunavut.
- Develop tobacco programming and resources to inform Nunavummiut of changes to legislation resulting from the new *Tobacco and Smoking Act*.

Priorities (2022-23)

- Improved public reporting on topics relevant to public health.
- Deliver tobacco programming and resources to inform Nunavummiut of changes to legislation resulting from the new *Tobacco and Smoking Act*.

Priorities (2023-24)

- Conduct a mid-way review of the Nunavut Wellness Agreement.
- Evaluate and enhance territorial efforts on cancer screening.

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)	2020-21	2021-22	2022-23	2023-24
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Professional Practice	997	997	997	997
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Professional Practice promotes, establishes, and maintains professional standards and best practices to protect the public and comply with legislation. This division manages the credentialing, registration, and licensing of 12 legislated health professions. It also 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	45,745	56,371	56,371	56,371
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Mental Health and Addictions has a mandate to provide a client-centered, comprehensive continuum of care which include assessment, counselling, treatment and referral services to those individuals and families experiencing emotional distress and/or psychiatric disorders. This includes providing support and assistance to communities and groups to better understand and deal

effectively with primary, acute, and/or emergency mental health issues, suicide ideations and attempts, self-harming behaviors, high stress, self-esteem and wellness issues, including addictions that limit personal functioning and well-being.

Home Care and Community Care 3,757 **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 clients' preferred languages whenever possible. Most if not all, home making, and personal care service are provided in Inuktitut. The HCC program specifically helps those at risk in communities, as well as works to improve overall health through prevention. The HCC coordinator participates in national groups and forums in an effort to continue to enhance Nunavut's recognition in Canada and the rest of the world. This program is partially supported by federal funding.

Long-term Care 8,199 **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 109,977 **89,977** 89,977 89,977

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

Hospital and Physician Services 91,545 **97,818** 97,818 97,818

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 46,973 **48,763** 48,763 48,763

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

Health Insurance Programs

/Vital Statistics 1,613 **1,613** 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 2,724 **2,724** 2,724 2,724

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 **387,980** **386,669** **386,669** **386,669**

Priorities (2020-21)

- Evaluate and analyze the outcomes of the Colorectal Cancer Screening pilot program.
Status: Health piloted a colorectal screening program at the Qikiqtani General Hospital, which showed that it is possible to conduct opportunistic screening for colorectal cancer. Health is assessing options to secure sustainable long-term funding to implement Colorectal Cancer Screening across the territory.
- Planning and preparation for accreditation of regional operations.
Status: Health expanded its accreditation program to include the community services under Iqaluit Health Services. Health continues its planning efforts to prepare for accreditation of the regional facilities, with a focus on laboratory and diagnostic imaging services.
- Continue to work towards enhanced and appropriate in-territory medical infrastructure and clinical care for Elders.
Status: Health is working with Community and Government Services on the design of a new territorial 24-bed Continuing Care Centre in Rankin Inlet, with construction anticipated to commence in 2021. Health continues its work with Community and Government Services on the planning of territorial continuing care centres in Cambridge Bay and Iqaluit.
- Continue the legislative process to propose amendments to the *Medical Profession Act*.
Status: Bill 35, the *Medical Profession Act*, received assent on November 10, 2020.

- Continue to expand the mental health and addictions system of care across the service continuum, with a focus on paraprofessionals.

Status: *There are currently 19 paraprofessional mental health positions across the territory, which offer a career laddering system that increases opportunities for Inuit employment and professional development in the mental health and addictions field.*

COVID-19 Related Actions

- The Medical Travel Policy has been temporarily amended to limit non-essential escort travel and reduce Nunavummiut's exposure to COVID-19. Temporary amendments are in effect until the public health emergency has ended.
- Established Rapid Response Teams in anticipation of a positive case of COVID-19 within the territory.
- Virtual care tools have been utilized to continue the delivery of primary health care services, and mental health and addictions services to Nunavummiut despite COVID-19 public health measures.
- Ongoing communication and collaboration with out-of-territory health providers and facilities to find solutions for maintaining access to specialized health services despite provincial/territorial COVID-19 public health restrictions.
- Developed internal departmental pandemic response procedures for long-term care facilities to protect the health and wellbeing of residents in the event COVID-19 presents in a community.

Priorities (2021-22)

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

Priorities (2022-23)

- Begin accreditation process for the Diagnostic Imaging and Laboratory Services in the regional Health facilities.
- Continue to work towards enhanced and appropriate in-territory medical infrastructure and medical care for Elders.
- As part of the implementation of the *Mental Health Act*, finalize training materials and deliver training.

Priorities (2023-24)

- Continue to work towards enhance and appropriate in-territory medical infrastructure and medical care for elders.
- Complete the accreditation primer for the regional health facilities.

Financial Summary

Branch	2020-2021		2021-2022		2022-2023		2023-2024	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
DIRECTORATE								
Compensation and Benefits	23,291	150.00	25,531	177.00	25,531	177.00	23,291	156.00
Grants and Contributions	9,117		9,117		9,117			
Other O&M	24,655		24,755		24,755			
Subtotal	57,063		59,403		59,403		57,063	
PUBLIC HEALTH								
Compensation and Benefits	17,013	147.70	17,460	143.70	17,460	143.70	17,460	143.70
Grants and Contributions	498		764		764			
Other O&M	6,373		6,821		6,821			
Subtotal	23,884		25,045		25,045		25,045	
HEALTH CARE SERVICE DELIVERY								
Compensation and Benefits	113,487	954.80	113,987	955.30	113,987	955.30	113,987	955.30
Grants and Contributions	2,017		2,017		2,017			
Other O&M	272,476		270,665		270,665			
Subtotal	387,980		386,669		386,669		386,669	
TOTAL	468,927	1,252.50	471,117	1,276.00	471,117	1,276.00	468,777	1,255.00

Inuit Employment Plan

Departmental Inuit Employment Targets				
Health	As at Sept. 30, 2020		For March 31, 2022	
		Capacity %		Capacity %
Total Department Positions	1,274.38		1,276.00	
Total Filled Positions	707.18	55%	756.00	59%
Total Vacancies	567.20	45%	520.00	41%
Total Inuit	359.51	51%	443.00	59%
Total Executive Positions	5.00		5.00	
Total Filled Executive Positions	3.00	60%	3.00	60%
Total Vacant Executive Positions	2.00	40%	2.00	40%
Total Inuit in Executive Positions	1.00	33%	1.00	33%
Total Senior-Management Positions	35.00		33.00	
Total Filled Senior-Management Positions	21.00	60%	20.00	61%
Total Vacant Senior-Management Positions	14.00	40%	13.00	39%
Total Inuit in Senior-Management Positions	2.00	10%	2.00	10%
Total Middle-Management Positions	111.00		115.83	
Total Filled Middle-Management Positions	71.00	64%	65.00	56%
Total Vacant Middle-Management Positions	40.00	36%	50.83	44%
Total Inuit in Middle-Management Positions	9.00	13%	15.00	23%
Total Professional Positions	396.50		390.00	
Total Filled Professional Positions	179.00	45%	195.00	50%
Total Vacant Professional Positions	217.50	55%	195.00	50%
Total Inuit in Professional Positions	16.00	9%	30.00	15%
Total Paraprofessional Positions	203.67		204.17	
Total Filled Paraprofessional Positions	96.67	47%	90.00	44%
Total Vacant Paraprofessional Positions	107.00	53%	114.17	56%
Total Inuit in Paraprofessional Positions	30.00	31%	45.00	50%
Total Administrative Positions	523.21		528.00	
Total Filled Administrative Positions	336.51	64%	383.00	73%
Total Vacant Administrative Positions	186.70	36%	145.00	27%
Total Inuit in Administrative Positions	301.51	90%	350.00	91%

Capacity

Health is committed to supporting capacity building and increasing the critical mass of Inuit employees within the health care system.

Health experiences capacity challenges stemming from a labour market where demand greatly exceeds supply, limited access to staff housing, office and operations spaces, and high turnover.

Health recognizes that developing recruitment, retention, and training programs that address Inuit employment, can greatly impact staffing capacity challenges. The Department has worked collaboratively with its partners to create entry-level paraprofessional mental health and addictions positions throughout the territory. This project will increase the number of Inuit in the workplace through increased opportunities for training and growth for advanced employment through career laddering. Hiring of Inuit staff will also enable more consistent, culturally appropriate mental health services across the territory.

Additionally, Health remains committed to providing support to employees working in Nunavut's health care system through the development of professional development opportunities. This includes orientation for new employees, mentorship opportunities, and delivery of training designed to improve professional practice. The Department's Educational Upgrade Program promotes increased Inuit participation in employment opportunities through a laddering credential approach. Employees enrolled in the Educational Upgrade Program can qualify for higher level positions after completing their studies.

Despite staffing capacity challenges, Health continues to work towards planning, developing, and implementing organizational structures and mechanisms that will increase Inuit representation in the workforce. To achieve priorities in the Department's Inuit Employment Plan, Health recognizes the importance of working collaboratively with its partners.

Inuit Employment 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.
Status: The Department of Health successfully hired 49 students in Summer 2020 as part of the Summer Student Employment Equity Program. This figure is less than last year's 85 students hired due to the delay of the program start due to COVID-19.
 - Identify and negotiate opportunities to expand health-related training within Nunavut.
Status: Nunavut Arctic College (NAC) and Health met to discuss possible programs to move forward such as the Licensed Practical Nurse (LPN) program. Health continues to identify opportunities for health-related training.
 - Review and maintain performance goals/objectives for Inuit employment into the annual review process.
Status: Health continues to review and maintain performance goals for Inuit Employment, and training. Courses have been identified for Inuit to further succeed in their careers.
 - 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 five Health employees attending programs through the Amaaqaarniq Education Leave program.

- Review mandatory requirement for cultural orientation and implement enhancements.
Status: Health continues to improve the mandatory requirement for cultural orientation by providing Building Relationships for Reconciliation: Indigenous Cultural Competence training.
- Continued on-going monitoring of educational and on-the-job training programs such as: EUP, BRT and medical terminology.
Status: Health received proposals to continue funding programs such as EUP, BRT, and medical terminology have been approved to continue.

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.

Priorities (2023-24)

- Health will carry out all targets and commitments as outline in the separate IEP strategy plan:
 - Continue succession planning opportunities and include these as annual review discussion items for leaders
 - Continue on-going monitoring of educational and on the-job-training programs
 - Continue promoting health careers through school visits at the primary and high school level.
 - Continue to review and identify Inuit who have worked more than 12 months in an available position and complete direct appointments.

**Department of
Family Services**

**Business
Plan**

2021-2024

TABLE OF CONTENTS

CORE BUSINESS

Corporate Management	163
Poverty Reduction	165
Family Wellness	168
Income Assistance	171
Career Development.....	173
Financial Summary	177
Inuit Employment Plan.....	178

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CORE BUSINESS

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

	Budget (\$000)			
	2020-21	2021-22	2022-23	2023-24
Corporate Management	5,271	5,271	5,271	5,271
Poverty Reduction	6,261	6,776	6,776	6,776
Family Wellness	71,110	75,248	75,248	75,248
Income Assistance	62,082	62,742	63,402	63,402
Career Development	11,109	11,109	11,109	11,109
TOTAL	155,833	161,146	161,806	161,806

Corporate Management

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

Objectives

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

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

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
Directorate		1,249	1,249	1,249	1,249
The Directorate includes the Deputy Minister, the Assistant Deputy Minister, the Executive Director and their support staff. The Directorate is responsible for overall management of the department and for achieving the departmental objectives set out by the Government of Nunavut (GN). The Directorate will ensure that program delivery is structured to reflect Inuit Societal Values.					
Corporate Services		2,947	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		1,075	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		5,271	5,271	5,271	5,271

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.
Status: The department will continue the process of ensuring strategic priorities are aligned with the government mandate objectives.
- Continue implementation of recommendations from the department’s organizational review, and monitor progress.
Status: The department has begun the review and assessment of Job Descriptions as part of the organizational review. This review will provide consistency on duties on similar roles within the department and ensure that the needs and requirements of each role is accurately outlined.
- Initiate a review of frontline staffing capacity within Family Wellness, and develop a plan to address challenges.
Status: Work on assessing the needs of frontline staff within Family Wellness and working to resolve challenges will remain an ongoing process.

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.

Priorities (2023-24)

- Continue the support and implementation of the Children and Family Services' Case Management System.

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)	2020-21	2021-22	2022-23	2023-24
Poverty Reduction					
Headquarters		1,399	1,399	1,399	1,399
<p>The Poverty Reduction Division monitors, reports upon, and supports the coordination and collaboration of poverty reduction initiatives across government, and with Inuit and other community-based organizations through the <i>Collaboration for Poverty Reduction Act</i>. This includes supporting annual community engagement through the Nunavut Roundtable for Poverty Reduction and the Nunavut Food Security Coalition. Divisional staff undertake program and policy research specific to poverty reduction, make recommendations where reforms are necessary, and work on the development and implementation of targeted poverty reduction initiatives. The division funds community governments and non-profit organizations to provide food security programming and to provide emergency shelter and transitional housing supports and services. Focused areas of work include homelessness, food security, Inunnguiniq and building the capacity of community based organizations.</p>					
Emergency Homeless Shelters, Transitional Housing and Support Services					
		4,712	5,227	5,227	5,227
<p>The Poverty Reduction Division provides contribution funding to community governments and non-profit organizations that provide emergency homeless shelter, transitional housing and supports services to Nunavummiut experiencing homelessness. The department also supports organizations in accessing additional resources for shelter operations and programming, and for strengthening their governance and administration.</p>					
Community-based Poverty Reduction Initiatives					
		150	150	150	150
<p>The Poverty Reduction Division provides contribution funding to community governments, non-profit organizations and businesses to support the <i>Collaboration for Poverty Reduction Act</i> and the implementation of the five-year poverty reduction action plan prepared by the Nunavut Roundtable for Poverty Reduction. This includes community-based initiatives designed to address food security and in tandem with the Nunavut Food Security Strategy and Action Plan, as well as funding associated with support for parents and child development through Inunnguiniq.</p>					
Total, Poverty Reduction		6,261	6,776	6,776	6,776

Priorities (2020-21)

- Continue to implement the Nunavut Homelessness Action Plan.
Status: The department has advanced a number of initiatives including the opening of new shelters, creating positions to undertake outreach services and expanded partnerships with NTI and the federal government. The results of the Nunavut Hidden Homelessness research were also published.
- 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. The department is also undertaking research on the feasibility of a Guaranteed Basic Income program for Nunavut.*

- Implement solutions identified for strengthening the governance of local non-governmental organizations and community groups.

Status: *A draft report providing recommendations on ways to better support the not-for-profit sector is being reviewed by partners. The department has launched a new Women and Girls Leadership Initiative focused on building leadership and governance capacity.*

- Continue to implement the Food Security Strategy and Action Plan and monitor its progress.

Status: *The department continues to engage with communities and partners to inform the renewal of both the Strategy and the action plan. Partnerships were established with national food organizations to connect Nunavut community food efforts with national funding. Community food projects such as young hunter mentorship programs and school or community cooking classes were funded.*

COVID-19 Related Actions

- *Increased food security outreach with community partners.*

Priorities (2021-22)

- Continue to implement the Nunavut Homelessness Action Plan and develop additional resources for safe and affordable housing specific to homelessness shelters, respite services, and transitional housing.
- Initiate an evaluation of Makimaniq Plan II.
- 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 recommendations from the evaluation of the Makimaniq Plan II and initiate development of the next five-year poverty reduction action plan.
- 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.

Priorities (2023-24)

- Continue to implement the Nunavut Homelessness Action Plan and develop additional resources for safe and affordable housing specific to homelessness shelters, respite services, and transitional housing.
- Finalize the third Makimaniq 5 year poverty reduction action plan.
- Continue to implement the Food Security Strategy and Action Plan and monitor its progress.
- Coordinate and implement governance, leadership and community capacity building initiatives.

Family Wellness

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

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)	2020-21	2021-22	2022-23	2023-24
Family Wellness Headquarters		3,470	3,470	3,470	3,470
Family Wellness Headquarters is responsible for interpreting legislation and policy, identifying program gaps and, recommending and drafting policy and legislative changes through consultation with other Government of Nunavut departments. It also ensures territorial participation in all programs and services being developed at the national level, and provides training and communications materials for both staff and the general public.					
Child Protection Services		12,418	12,418	12,418	12,418
Child Protection Services ensure the safety and well-being of children and youth by providing essential services. This includes investigations and interventions that are provided by child protection workers under the <i>Child and Family Services Act</i> .					

Adoption Services	55	55	55	55
Under the <i>Adoption Act</i> , Children and Family Services is responsible for adoptions in the territory. The department provides support to Custom Adoption Commissioners under the <i>Aboriginal Custom Adoption Recognition Act</i> .				
Adult Support Services	975	975	975	975
Adult Support Services provides a range of support services to eligible adults with disabilities.				
Family Violence Services	5,048	5,873	5,873	5,873
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)	41,009	43,722	43,722	43,722
Residential care is provided both within and outside of Nunavut for those individuals who demonstrate a need for specialized care.				
Foster Care	7,245	7,245	7,245	7,245
Provides children and youth with a safe family setting during a time of crisis.				
Youth Support Services	300	900	900	900
This program provides support to youth in crisis.				
Social Advocacy	590	590	590	590
This program provides Grants and Contributions that support the 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	71,110	75,248	75,248	75,248

Priorities (2020-21)

- Develop a residential care strategy for clients of the department.
Status: The department has begun preliminary work to develop a plan to build Territorial capacity to facilitate repatriation of clients placed in Southern facilities.
- Continue work on revisions to the *Adoption Act* and the *Aboriginal Custom Adoption Recognition Act*.
Status: The department continues to work on these revisions and will be consulting with NTI on the project.
- Continue to implement departmental initiatives to address family violence.
Status: The department is in the process of hiring Regional Community Coordinators for Women's Safety. In the past year, funding has been provided for 4 new shelters in Gjoa Haven, Pangnirtung, Pond Inlet and Baker Lake.
- 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.

Status: *The department is in preliminary discussions regarding this goal.*

COVID-19 Related Actions

- *Established a new Social Work Support Program for clients of Nunavut's southern based isolation hubs.*
- *Ensured out of territory placement client's needs are being met under the specific COVID-19 restrictions of the jurisdiction they reside.*

Priorities (2021-22)

- Implement residential care strategy for clients of the department.
- Continue with 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.

Priorities (2023-24)

- Build capacity within the quality assurance program to increase compliance with standards and support frontline staff in service delivery
- Increase data management process capacity, including computer-based file management.

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)	2020-21	2021-22	2022-23	2023-24
Income Assistance Headquarters Office		1,497	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 60 60 60 60

Contribution funding administered by the Qikiqtani regional Income Assistance office is provided to one community to deliver the income assistance program on behalf of the Government of Nunavut. Hamlet staff hired to deliver the program must adhere to the *Income Assistance Act* and Regulations, as well as policies and procedures established by the department.

Administration – Regional 5,426 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 2,046 2,706 2,706

Governed by the *Senior Citizens Benefit Act*, low-income seniors in Nunavut who qualify for the federal Guaranteed Income Supplement will receive the Nunavut Senior Citizens Supplementary Benefit. This is a co-managed payment program with the federal government and is included on the monthly Old Age Security cheque.

Income Support Delivery System 250 250 250 250

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

Income Assistance Payments 52,508 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

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

Seniors Fuel Subsidy 478 478 478 478

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

Total, Income Assistance 62,082 62,742 63,402 63,402

Priorities (2020-21)

- Complete the final phase of reform based on the recommendations from the review and reform process.
Status: The department continues to work towards simplifying processes for staff and clients by undertaking an in-depth review.
- Conduct an evaluation to assess the effectiveness of Income Assistance reforms.

Status: *The impact of ransomware and COVID-19 have taken Income Assistance beyond the recommendations of the reforms. An in-depth review of the Income Assistance Act and regulations is underway.*

- Continue to strengthen the delivery of Income Assistance in the Kivalliq and Kitikmeot regions.

Status: *The departmental re-organization created Regional Director positions focused solely on Income Assistance and Career Development. This has allowed a more concentrated support for the Income Assistance program in all regions of Nunavut.*

COVID-19 Related Actions

- *Amended the Income Assistance Regulations to address the various new Government of Canada COVID-19 related funding programs.*

Priorities (2021-22)

- Initiate implementation of results of *Income Assistance Act* and Regulations review.
- Strengthen the one client one plan approach by developing a training and cross-training matrix for Income Assistance Workers.
- Develop criteria and recommendations for establishing continuing eligibility options for targeted Income Assistance clients.

Priorities (2022-23)

- Review results of the Guaranteed Basic Income feasibility study.
- Begin the legislative process to amend the *Income Assistance Act* and Regulations.
- Develop and pilot training and cross-training matrix for Income Assistance Workers.

Priorities (2023-24)

- Implement training and cross training matrix for Income Assistance Workers.
- Explore additional options for strengthening one-client one plan approach.

Career Development

Career Development researches, develops and implements a coordinated plan for career and labour market training programs. Emphasis is placed on working with partner organizations including the federal government, Inuit organizations, Nunavut Arctic College, the private sector and not-for-profits. Through these partnerships, Career Development develops more accurate labour market information and designs and delivers labour market interventions that support the development of

Nunavut's labour force. Particular emphasis is placed on interventions to improve Inuit participation and success in the labour force. The Division is responsible for developing a coordinated client sponsorship approach for adult training that involves developing, implementing and supporting case management systems intended to support Career Development programs and projects.

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

Objectives

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

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
Career Development HQ		852	852	852	852
Nunavut Apprenticeship		444	444	444	444

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 is comprised of the Director of Career Development as the Director of Apprenticeship, the Nunavut Apprenticeship, Trade and Occupations Certification Board (NATOC) and the Apprenticeship Certification Unit (ACU). The ACU is responsible for the

administration and monitoring of apprenticeship, trade and occupations certification. The Unit is also responsible for developing and delivering apprenticeship-related training to regional staff and acts as a liaison with industry and technical training providers. The Unit is responsible for the development of promotional and communication materials for staff and the general public related to apprenticeship, trade and occupations certification. The Certification Unit is composed of a Supervisor and two Certification Officers who report to the Manager of Labour Market Programs.

Regional Offices 3,838 **3,838** 3,838 3,838

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

Adult Labour Market Programs 4,975 **4,975** 4,975 4,975

Adult Labour Market Programs funds both financial support for clients to participate in non-post-secondary employment training programs and targeted training programs to serve particular groups of clients or to meet specific territorial training needs. Any non-post-secondary education or training program that leads directly to employment or to better employment will be considered for funding.

Labour Market Agreement 1,000 **1,000** 1,000 1,000

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

Total, Career Development 11,109 **11,109** 11,109 11,109

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.
Status: The department continues to work with the NNI Secretariat and CGS to create new processes that will require bidders on major government construction contracts to submit an overall Inuit Training Plan for the project as part of the bidding process.
- Work with the Department of Education to reinstate the Nunavut Early Apprenticeship Training (NEAT) program.
Status: The department has offered its support and engaged in discussions with the Department of Education on the reinstatement of the NEAT program.
- Prepare revisions to the *Apprenticeship, Trade and Occupations Certification Act* and Regulations based on the results of public consultations.

***Status:** Amendments to the Apprenticeship, Trade and Occupations Certification Act and Regulations received first reading in the Winter 2021 Legislative Session.*

- Undertake a formal evaluation of programs and services directed at youth, persons with disabilities, and women.

***Status:** The department has begun the initial stages of developing the parameters for this evaluation.*

COVID-19 Related Actions

- *Established youth on the land learning programs, in collaboration with the Nunavut Literacy Council, in response to delayed/postponed/canceled skills development and workforce learning opportunities.*

Priorities (2021-22)

- Continue to work with Nunavummi Nangminiqatunik Ikajuuti Secretariat to explore opportunities to proactively provide skills and trades training in communities to maximize local employment opportunities associated with future projects.
- 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.
- Develop a formal training program for Career Development Officers and Apprenticeship Officers.

Priorities (2022-23)

- In partnership with Nunavut Arctic College, expand the Skilled Trades Worker Diploma program to include the Cook trade.
- Work with Department of Education in the renewal of the Adult Learning Strategy.
- Implement plan to improve programs and services directed at youth, persons with disabilities, and women.
- Implement formal training program for Career Development Officers and Apprenticeship Officers.

Priorities (2023-24)

- In partnership with the Department of Education, develop plan to implement the relevant portions of the renewed Adult Learning Strategy.
- Continue to implement programs and services directed at youth, persons with disabilities, and women.

Financial Summary

Branch	2020-2021 Main Estimates		2021-2022 Main Estimates		2022-2023 Planned		2023-2024 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	6,028	43.0000	6,028	43.0000	6,028	43.0000	6,028	43.0000
Grants & Contributions	4,321		4,836		4,836		4,836	
Other O&M	1,183		1,183		1,183		1,183	
Subtotal	11,532		12,047		12,047		12,047	
Family Wellness								
Compensation & Benefits	13,883	104.5999	13,883	104.5999	13,883	104.5999	13,883	104.5999
Grants & Contributions	4,980		6,405		6,405		6,405	
Other O&M	52,247		54,960		54,960		54,960	
Subtotal	71,110		75,248		75,248		75,248	
Income Assistance								
Compensation & Benefits	6,385	52.2664	6,385	52.2664	6,385	52.2664	6,385	52.2664
Grants & Contributions	54,905		55,565		56,225		56,225	
Other O&M	792		792		792		792	
Subtotal	62,082		62,742		63,402		63,402	
Career Development								
Compensation & Benefits	4,453	39.0000	4,453	39.0000	4,453	39.0000	4,453	39.0000
Grants & Contributions	5,715		5,715		5,715		5,715	
Other O&M	941		941		941		941	
Subtotal	11,109		11,109		11,109		11,109	
Total	155,833	238.8663	161,146	238.8663	161,806	238.8663	161,806	238.8663

Inuit Employment Plan

Departmental Inuit Employment Targets				
Family Services	As at Sept. 30, 2020		For March 31, 2022	
		Capacity %		Capacity %
Total Department Positions	238.87		238.87	
Total Filled Positions	172.73	72%	182.34	76%
Total Vacancies	66.14	28%	56.53	24%
Total Inuit	102.73	59%	111.33	61%
Total Executive Positions	2		2	
Total Filled Executive Positions	1	50%	2	100%
Total Vacant Executive Positions	1	50%	0	0%
Total Inuit in Executive Positions	1	100%	1	50%
Total Senior-Management Positions	15		15	
Total Filled Senior-Management Positions	10	67%	12	80%
Total Vacant Senior-Management Positions	5	33%	3	20%
Total Inuit in Senior-Management Positions	1	10%	3	25%
Total Middle-Management Positions	23		23	
Total Filled Middle-Management Positions	19	83%	20	87%
Total Vacant Middle-Management Positions	4	17%	3	13%
Total Inuit in Middle-Management Positions	9	47%	9	45%
Total Professional Positions	91		91	
Total Filled Professional Positions	64	70%	65	71%
Total Vacant Professional Positions	27	30%	26	29%
Total Inuit in Professional Positions	19	30%	20	31%
Total Paraprofessional Positions	86.77		86.77	
Total Filled Paraprofessional Positions	62.7	72%	66.24	76%
Total Vacant Paraprofessional Positions	24.07	28%	20.53	24%
Total Inuit in Paraprofessional Positions	57.7	92%	61.23	92%
Total Administrative Positions	21.10		21.10	
Total Filled Administrative Positions	16.03	76%	17.1	81%
Total Vacant Administrative Positions	5.07	24%	4	19%
Total Inuit in Administrative Positions	15.03	94%	17.1	100%

Capacity

Since inception, the department has consistently built capacity while maintaining its levels of Inuit representation. The department experiences similar capacity challenges that other departments and organizations with Nunavut-wide operations face. These issues include a labour market where demand greatly exceeds supply, limited access to office and operations spaces, and high turnover. These challenges are manageable obstacles and the department believes that Inuit representation can be further improved upon in this environment.

The Department 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, 2021 Inuit Employment Target Positions

- The Department of Family Services has filled 29% of the target positions (2 out of 7) with Inuit.

Priorities (2020-21)

- Identify existing employees to take career broadening in all regions and sections.
Status: There are currently eight Nunavut Inuit acting assignments to promote advancement and career broadening within the department. Family Services is continuing to encourage and develop employee through acting assignments.
- Identify current training gaps and explore further training needed for advancing employee careers.
Status: Two employees currently enrolled in leadership training and employed on ITA as Manager Income Assistance.

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.

Priorities (2022-23)

- Continue to focus on long term casual direct appointment.
- Focus on reducing the number of vacant positions in the department.
- Forge new outreach and partnerships with University's to decrease vacancies and assist with mentorship possibilities

Priorities (2023-24)

- Continued and renewed focus into internship possibilities for the department including consideration of retiring employees.
- Additional focus on PY business case additions to support long term casuals to indeterminate employment status

Department of Environment

Business Plan

2021-2024

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TABLE OF CONTENTS

CORE BUSINESS

Corporate Management	181
Wildlife Operations	184
Wildlife Research	185
Environmental Protection.....	187
Parks and Special Places	190
Financial Summary	194
Inuit Employment Plan.....	195

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CORE BUSINESS

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

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

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

	Budget (\$000)			
	2020-21	2021-22	2022-23	2023-24
Corporate Management	5,880	5,880	5,880	5,880
Wildlife Operations	8,307	8,307	8,307	8,307
Wildlife Research	4,489	4,489	4,489	4,489
Environmental Protection	3,862	3,862	3,862	3,862
Parks and Special Places	2,171	2,171	2,171	2,171
TOTAL	24,709	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 Qaujimagatuqangit of climate change and its integration into decision-making in Nunavut.

Objectives

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

Note: The Nunavut Trapper Education Program has been delayed due to COVID-19.

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
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 (2020-21)

- Begin the implementation of Community Energy Plans.
Status: This project experienced delays because of COVID-19, but it is expected that two community energy plans will be completed in this fiscal year. The targeted communities are Naujaat and Coral Harbour.
- Review the existing territorial Climate Change Strategy and assess needs for updating or replacing it.
Status: The existing climate change strategies (Nunavut Climate Change Strategy, Ikummatiit, and Upagiaqtavut) are currently under review, but experienced some delays because of COVID-19. They are anticipated to be completed this fiscal year.
- Investigate options for developing an Energy Efficiency Rebate Program for Nunavummiut.
Status: The Climate Change Secretariat submitted a draft business case to develop a clean energy rebate program for homeowners which is being reviewed.
- Work with Education to finalize the delivery of the Harvester Education Program across the territory.
Status: Environmental Education has ongoing dialogue and collaboration with the Department of Education and NAC. These partners continue to support and contribute to such endeavors as the Hunter Education Series. The Narwhal Hunting book has been completed, and the Narwhal Hunting Film anticipated to be completed this fiscal year.

Priorities (2021-22)

- Update the 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.

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.

Priorities (2023-24)

- Review the existing territorial climate change strategies and determine next steps for updating.
- Finalize Nunavut-wide risk assessment of climate change impacts
- Begin recruitment of second cohort of Climate Change Youth Advisory Committee members.
- Finalize the resources and modules for the Nunavut Trapper Education Program.

Wildlife Operations

Wildlife Operations has a legislated mandate for the management of terrestrial wildlife species in Nunavut. In addition to the *Wildlife Act*, Wildlife Operations is responsible for fulfilling GN responsibilities under a wide range of federal legislation and both national and international agreements and conventions.

Objectives

- Meet national and international obligations.
- Provide support and resources to co-management partners and harvesters.
- Ensure legislative and regulatory compliance through education and enforcement.

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
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Wildlife Operations		6,646	6,646	6,646	6,646
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Wildlife Operations coordinates all wildlife management functions. It covers the delivery of wildlife management responsibilities at the community level through a network of conservation officers to ensure wildlife laws and regulations are followed. This program also serves as the main link to communities on a variety of other programs relating to use of renewable resources.

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

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

Wildlife Community Support and Contributions	355		355	355	355
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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	645
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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 three program areas, Fur Assessment and Advance, Fall Incentive, and Sealskin Purchasing.

Total, Wildlife Operations	8,307	8,307	8,307	8,307
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Priorities (2020-21)

- Initiate community-based Polar Bear Guard training (development in 2019/20) with anticipated implementation in 2020/21.
Status: Delayed due to COVID 19.

Priorities (2021-22)

- Continue the development of community-based Polar Bear Guard training.

Priorities (2022-23)

- Finalize and implement the Enforcement and Licencing Database System.

Priorities (2023-24)

- Develop a Wildlife Guardian training program, to promote and provide employment opportunities within this field for Nunavummiut.
- Conduct a review of training standards for enforcement officers in line with national statutory regulations.

Wildlife Research

The Wildlife Research Division is responsible for overseeing scientific research, wildlife monitoring, and the collection, and analysis of Inuit knowledge and Inuit Societal Values research. The Research Division uses the scientific and traditional knowledge gathered to develop management plans, regulations and conservation recommendations.

Objectives

- Provide up-to-date information from various sources, including in-house scientific research and IQ, to co-management partners in order to make responsible wildlife management and land use decisions.
- Develop wildlife management plans with co-management partners in order to protect wildlife populations.
- Meet national and international obligations.

Note: Due to the logistics of conducting wildlife surveys, delays can have a cascading effect, pushing priorities forward. COVID-19 has caused such delays this fiscal year.

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
Wildlife Research		4,489	4,489	4,489	4,489
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.					
Total, Wildlife Research		4,489	4,489	4,489	4,489

Priorities (2020-21)

- Continue to survey the Lancaster Sound polar bear subpopulation to estimate distribution and abundance.
Status: Pre-survey consultations have been completed with affected communities and fuel caching planning has been initiated for the survey to tentatively start in Spring 2021.
- Begin plans for a survey of the Foxe Basin polar bear subpopulation to estimate distribution and abundance.
Status: The plans for Foxe Basin survey were delayed. They will be finished after the Lancaster Sound survey, and the analysis, assessment, and community consultations of the Davis Strait survey results are completed.
- Initiate research on Peary caribou movement ecology.
Status: Due to capacity issues the project is not able to proceed during this fiscal year. A contractor cannot be brought up from the South due to COVID-19 restrictions.
- Submit harvest recommendations to the Nunavut Wildlife Management Board for the Davis Strait polar bear subpopulation.
Status: Survey data for Davis Strait are being analyzed with a multi-disciplinary team and an abundance estimate is expected by early 2021. Harvest recommendations will be prepared after inter-jurisdictional engagement and consultation.

Priorities (2021-22)

- Conduct a study of the Northeast Mainland caribou herds (Ahiak, Lorillard, Wager Bay).

- Initiate Muskox Management Unit MX-11 survey.

Priorities (2022-23)

- Continue to survey the Lancaster Sound polar bear subpopulation to estimate distribution and abundance.
- Initiate a survey of the Western Hudson Bay polar bear sub-population to estimate distribution and abundance.
- Initiate research on Peary caribou movement ecology.

Priorities (2023-24)

- Begin planning stage of Baffin Island Caribou Abundance Survey.
- Survey the Qamanirjuaq caribou herd.
- Survey the Dolphin and Union caribou herd.
- Initiate a survey of the Foxe Basin polar bear sub-population to estimate distribution and abundance.

Environmental Protection

The Environmental Protection (EP) Division is responsible for the protection of people and natural spaces of Nunavut. EP is divided into three sections: Environmental Compliance, Land Use and Environmental Assessment, and Environmental Science. These sections encompass a broad spectrum of programming and the sections work together to find positive outcomes and solutions for Environmental Protection issues.

EP enforces Nunavut's environmental acts and regulations, primarily the *Environmental Protection Act*. EP develops environmental guidelines to educate the public and industry about their responsibilities under the legislation. EP is responsible for carrying out all territorial government responsibilities in relation to land use planning and for coordinating the department's participation in the environmental assessment process in accordance with the Nunavut Impact Review Board. The division is responsible for inspection and investigation of residential oil tanks and responding to spills. The Division manages the contaminated sites inventory for the GN and oversees waste management and diversion efforts as well as conducting targeted environmental monitoring throughout the territory.

Some of the key functions of the Environmental Protection Division include the following:

- Ensure legislative and regulatory compliance through inspections, education, and enforcement.
- Reduce the number of residential oil spills in the Territory.
- Work with stakeholders, industry, the public, government, and other territorial organizations to minimize negative impacts of resource development projects on the environment.
- Lead GN participation in negotiation and implementation of land use planning in Nunavut through coordination with other GN departments.
- Conduct investigation and monitoring of contaminated sites throughout Nunavut.
- Maintain contaminated sites liabilities inventory for the GN.
- Conduct air quality monitoring for the Territory in collaboration with Environment Canada.
- Work with stakeholders on spill investigations and carrying out enforcement actions as necessary.
- Prepare for the devolution of water management responsibilities from the Government of Canada to the GN.
- Represent the GN in discussions or negotiations pertaining to transboundary watershed management with neighbouring jurisdictions.
- Develop and work with stakeholders to promote solid waste management programs.

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
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Environmental Operations		1,361	1,361	1,361	1,361
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Environmental Operations is responsible for providing overall guidance and direction to the division; ensuring that divisional priorities are consistent with overall GN priorities; and maintaining the department's environmental protection programs.

Enforcement, Compliance		512	512	512	512
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The primary function of this section is enforcement of the *Environmental Protection Act* and the attendant regulations. This entails environmental inspections, investigations, spill response and enforcement action.

Environmental Assessment and Land Use Planning		339	339	339	339
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This section is responsible for supporting the Department of Environment and the GN in the delivery of obligations under the *Nunavut Agreement* for environmental assessment, land use planning and general monitoring.

This section is the first point of contact for Nunavut's land and resource management boards to access the GNs expertise on air, land, water and wildlife and work to identify and mitigate potential impacts from development. The section works with the Department of Economic Development and Transportation to coordinate the GNs participation in the screening, environmental impact assessment, and on-going monitoring of resource development projects in Nunavut. It coordinates GN responses to the Nunavut Planning Commission in the development, review, and approval of land use plans and planning policies that guide resource development in the territory and supports

the fulfillment of *Nunavut Agreement* Article 12.7.6 obligations for general monitoring. In the delivery of these functions, the section works closely with the interdepartmental Environmental Assessment Review Team and Sustainable Development Advisory Group.

Environmental Science 1,650 **1,650** 1,650 1,650

This section undertakes work relating to contaminated sites on Commissioner’s land, including their identification and investigation. The section also works with the Department of Finance to appropriately record information pertaining to the financial liability posed by contaminated sites.

This section works to build capacity and knowledge in water management and aquatic sciences, in preparation for the devolution of water resource-related responsibilities from the Government of Canada. It also supports negotiations on transboundary watershed agreements with neighbouring jurisdictions, as per Section 13.10.1 of the *Nunavut Agreement*.

The Environmental Science section also runs a territorial air quality monitoring program along with Federal partners.

The section provides advice to other GN departments and external organizations on waste management and best practices in Nunavut. The Department’s Pollution awareness, prevention and anti-littering education work also relies on technical expertise and programing provided by the Environmental Science section.

Total, Environmental Protection **3,862** **3,862** **3,862** **3,862**

Priorities (2020-21)

- Work with industry sectors in Nunavut to develop spill reduction training for their employees. *Status: COVID-19 travel restrictions placed spill training on hold to date. This priority is ongoing barring further COVID-19 travel restrictions.*
- Review capacity needs for dealing with the implementation of the final Nunavut Land Use Plan by the Nunavut Planning Commission. *Status: An internal review was undertaken. Capacity needs were identified and filled. This priority has been completed.*
- Review and update environmental guidelines. *Status: A preliminary review of the environmental guidelines was compiled. An inventory was produced identifying which guidelines need to be updated, which needed to be discarded and what guidelines need to reference national best practice. Work is underway to provide finalized drafts of prioritized guidelines. This priority is ongoing.*

Priorities (2021-22)

- Review capacity needs for the completion and implementation of the Nunavut Water Management Strategy.

Department of Environment

- Begin the review for updating 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.

Priorities (2023-2024)

- Review the Division's performance and structure and develop an action plan to improve service delivery.
- Conduct a review to determine how the Department could incorporate waste management programming.

Parks and Special Places

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

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

Parks and Special Places are planned and managed jointly with co-management partners, through the *Umbrella Inuit Impact and Benefits Agreement for Territorial Parks in the Nunavut Settlement Area* and the *Nunavut Agreement*, and are founded on sound and comprehensive resource information, Inuit Societal Values, local and scientific knowledge, and current technological and geospatial information.

Objectives

- Protect and conserve the integrity of Nunavut's natural and cultural heritage, its biodiversity and its significant, unique and valued natural and cultural landscapes and resources.
- Engage the community in conservation and heritage appreciation. Nunavut's Territorial Parks and Special Places engage residents and visitors, and foster pride, understanding, knowledge, and appreciation of the territory's diverse and unique natural and cultural heritage.

- Enhance visitor experiences. Nunavut’s Territorial Parks and Special Places promote opportunities for appropriate, safe and accessible recreation and increased public enjoyment consistent with the protection of natural and cultural values; and are important destinations and attractions for Nunavummiut and visitors and provide direct and indirect economic benefit to communities.

Note: The development process for Territorial Parks involves multiple types of consultations and meetings with community members and other stakeholders. Delays to these meetings can have a cascade effect, pushing priorities forward. COVID-19 has caused such delays this fiscal year.

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
Program Development		364	364	364	364
Program Development is responsible for the development of a Park and Special Places program and system plan; legislation, regulations and policy development; communications and promotion using the ‘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.					
Operations and Planning		1,662	1,662	1,662	1,662
Operations and Planning is responsible for the division's asset and equipment planning, park operations, and visitor services at territorial parks, campgrounds, trails, visitor and interpretive centers and Heritage Rivers.					
Geospatial Information and Land Tenure		145	145	145	145
Geospatial Information and Land Tenure is responsible for the development, implementation, management and operation of the division’s Geographic Information System. 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.					
Total, Parks and Special Places		2,171	2,171	2,171	2,171

Priorities (2020-21)

- Pursue the revision of the Territorial Parks legislation, following the process described in the *Inuit Impact Benefit Agreement* and the Government of Nunavut’s Legislative Process.
Status: *In the summer of 2020, the Nunavut Joint Planning and Management Committee for Territorial Parks (NJPMC) approved the “Kajjaursaviit: Nunavut Parks Program”. The Kajjaursaviit: Nunavut Parks Program provides a foundation of information for potential revisions of the Territorial Parks legislation.*

- 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.

***Status:** The implementation of the approved Parks Master Plans occurred, although limited by the effects of the ransomware attack against the GN and COVID-19.*

(Note: The Arviat community stakeholders have requested to not initiate the Nuvuk Territorial Park project, due to change in risks related to location.)

- 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.

***Status:** The cumulative effects of the Ransomware attack against the GN and COVID-19 delayed the development of the Master Plans for Kekerten, Mallikjuaq and Napartulik, as well as Management Plans for Kekerten and Mallikjuaq.*

- Commence the development of Heritage Appreciation and Interpretive Plans for Kekerten and Mallikjuaq Territorial Parks.

***Status:** The cumulative effects of the Ransomware attack against the GN and COVID-19 delayed the development of the Heritage Appreciation and Interpretive Plans for Kekerten, Mallikjuaq.*

- 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.

***Status:** The implementation of the approved Heritage Appreciation and Interpretive Plans (Kugluk, Ovayok, Katannilik) occurred, although limited by the effects of the Ransomware attack against the GN and COVID-19.*

The cumulative effects of the Ransomware attack against the GN and COVID-19 delayed the development of the Heritage Appreciation and Interpretive Plans for Sylvia Grinnell/Qaummaarviit, Iqalugaarjuup Nunanga, Kinngaaluk, Agguttinni.

(Note: The Arviat community stakeholders have requested to not initiate the Nuvuk Territorial Park project, due to change in risks related to location.)

Priorities (2021-22)

- Prepare 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, and Kekerten Territorial Parks.

Priorities (2022-23)

- Continue to maintain the appointments to the Community Joint Planning and Management Committees for Kugluk, Ovayok, Kinngaaluk, Agguttinni, Katannilik, Sylvia Grinnell/Qaummaarviit, Iqalugaarjuup Nunanga, Kekerten, Mallikjuaq, and Napartulik Territorial Parks, and for the Nunavut-Wide Joint Planning and Management Committee.
- 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.

Priorities (2023-24)

- Continue to maintain the appointments to the Community Joint Planning and Management Committees for Kugluk, Ovayok, Iqalugaarjuup Nunanga, Sylvia Grinnell/Qaummaarviit, Katannilik, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik Territorial Parks, and for the Nunavut-Wide Joint Planning and Management Committee.
- Continue the implementation of the approved Park Master and Management Plans for Kugluk, Ovayok, Iqalugaarjuup Nunanga, Sylvia Grinnell/Qaummaarviit, Katannilik, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik Territorial Parks.
- Continue the implementation of the approved Heritage Appreciation and Interpretive Plans for Kugluk, Ovayok, Iqalugaarjuup Nunanga, Sylvia Grinnell/Qaummaarviit, Katannilik, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik Territorial Parks.
- Begin early development of a Nunavut Parks System and Implementation Plan.
- Negotiate a new Funding and Implementation Plan for the 2026-2036 period of the Inuit Impact and Benefit Agreement for Territorial Parks in Nunavut, including the following items: development of new Management Plans, new Heritage Appreciation Plans, new Local Inuit Tourism Strategies for existing territorial parks as well as Master Plans, Management Plans, Heritage Appreciation Plans, and Local Inuit Tourism Strategies for new parks to be established as per the Nunavut Parks System Implementation Plan.

Financial Summary

Branch	2020-2021		2021-2022		2022-2023		2023-2024	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	4,482	34.0	4,318	34.0	4,318	34.0	4,318	34.0
Grants & Contributions	28		373		373		373	
Other O&M	1,370		1,189		1,189		1,189	
Subtotal	5,880		5,880		5,880		5,880	
Program Management								
Compensation & Benefits	10,858	97.5	10,858	97.5	10,858	97.5	10,858	97.5
Grants & Contributions	1,016		1,016		1,016		1,016	
Other O&M	6,955		6,955		6,955		6,955	
Subtotal	18,829		18,829		18,829		18,829	
Total	24,709	131.5	24,709	131.5	24,709	131.5	24,709	131.5

Inuit Employment Plan

Departmental Inuit Employment Targets				
Environment	As at Sept 30, 2020		For March 31, 2022	
		Capacity %		Capacity %
Total Department Positions	132.5		132.5	
Total Filled Positions	90.5	68%	97.5	74%
Total Vacancies	42	32%	35	26%
Total Inuit	44.5	49%	51.5	53%
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	1	50%	1	50%
Total Senior-Management Positions	7		7	
Total Filled Senior-Management Positions	7	100%	7	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Inuit in Senior-Management Positions	2	29%	2	29%
Total Middle-Management Positions	19		19	
Total Filled Middle-Management Positions	11	58%	11	58%
Total Vacant Middle-Management Positions	8	42%	8	42%
Total Inuit in Middle-Management Positions	1	9%	1	9%
Total Professional Positions	32		32	
Total Filled Professional Positions	17	53%	22	69%
Total Vacant Professional Positions	15	47%	10	31%
Total Inuit in Professional Positions	3	18%	8	36%
Total Paraprofessional Positions	61		61	
Total Filled Paraprofessional Positions	44	72%	45	74%
Total Vacant Paraprofessional Positions	17	28%	16	26%
Total Inuit in Paraprofessional Positions	29	66%	30	67%
Total Administrative Positions	11.5		11.5	
Total Filled Administrative Positions	9.5	83%	10.5	91%
Total Vacant Administrative Positions	2	17%	1	9%
Total Inuit in Administrative Positions	8.5	89%	9.5	90%

Capacity

As of September 30, 2020, the Department of Environment is operating at 68% capacity, with 42 positions vacant. The department is actively seeking ways to ensure positions are being filled as well as increasing Inuit employment within the department.

Inuit Employment Plan

March 31, 2020 Inuit Employment Target Positions –7

- The Department of Environment has filled 43% of the target positions (3 out of 7) with Inuit.

Priorities (2020-21)

- Continue to identify/create and fill positions, through restricted competition for positions identified and created for Inuit only.
Status: The department identified seven positions in 2020-2021 for Inuit only. The department has successfully filled three positions, and the remaining are in different stages of the competition process.
- Advance the department's outreach work by coordinating workshops in the communities, job fairs and schools career days in the Territory.
Status: Delayed due to COVID-19.
- Enhance specialist training programs in parks by strengthening cooperation with Nunavut Arctic College.
Status: Delayed due to COVID-19.

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.

Priorities (2023-24)

- Continue to identify/create and fill positions, through restricted competition for positions identified and created for Inuit only.
- Continue to provide valuable professional experiences for Nunavut youth through the Summer Student Employment Equity Program, prioritizing the employment of Inuit candidates.

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Department of Community and Government Services

Business Plan

2021-2024

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TABLE OF CONTENTS

CORE BUSINESS

Advisory and Administrative Services.....	199
Local Government Services and Municipal Transfers	201
Information Management/ Information Technology.....	208
Infrastructure	212
Petroleum Products Division.....	216
Financial Summary.....	219
Inuit Employment Plan.....	220

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CORE BUSINESS

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

	Budget (\$000)			
	2020-21	2021-22	2022-23	2023-24
Advisory and Administrative Services	12,507	13,084	13,084	13,084
Local Government & Municipal Transfer Payments	87,706	89,957	88,250	88,250
Information Management/Information Technology	38,761	44,251	44,251	44,251
Infrastructure	117,657	118,499	118,499	118,262
Petroleum Products*[*Revolving Fund]	-	-	-	-
TOTAL	256,631	265,791	264,084	263,847

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)	2020-21	2021-22	2022-23	2023-24
Deputy Minister's Office		751	776	776	776
Consists of the Deputy Minister and a special advisor. The Deputy Minister provides overall leadership to the department and ensures consistent implementation of ministerial direction. Provides support and advice to the Minister and Executive Council.					
Policy and Planning		867	843	843	843
Provides policy, planning and communications support for the department, Deputy Minister and the Minister.					
Consumer Affairs		493	462	462	462
Provides consumer protection services, lottery and business licensing to residents across Nunavut.					

Financial Services	4,504	4,879	4,879	4,879
Provides financial management advisory services, external and internal reporting, and accounting services for the department.				
Human Resources	920	1,185	1,185	1,185
Provides human resources and corporate services for the department.				
Technical Professional Studies Program	80	80	80	80
Provides bursaries to students enrolled in post-secondary technical studies in the fields of Engineering, Informatics, Community Planning, Business Studies, College Programs in Fire Fighting, Training and Prevention and Land Administration.				
Procurement, Contract Support, and Logistics Services	4,892	4,859	4,859	4,859
Provides centralized purchasing services for all government departments' goods, services and logistical requirements.				
Total, Advisory and Administrative Services	12,507	13,084	13,084	13,084

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.
Status: The department initiated a review of its website to identify additional information and educational materials needed to support Nunavummiut in understanding their rights and responsibilities. The department will continue to develop updated information as required.
- 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.
Status: The department is supporting the NNI Secretariat to explore options and measures 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.
Status: The department continues to train procurement staff on negotiated or Best and Final Offer Request for Proposal processes and other new procurement tools. The use of Best and Final Offer Request for Proposal processes would be suitable for large construction contracts.
- 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.
Status: The department advanced four long term indeterminate Inuit employees to progressive positions including one who moved to a management role. The finance division has training

plans in place for all Inuit staff and has one employee enrolled in the Hivuliqtikhanut Emerging Leaders Program.

- 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.

***Status:** The department is reviewing its Community Development Grants and Contributions policy to clarify eligibility criteria, eligible expenditures, and reporting requirements. The department will ensure the consistent application of provisions across programs. Training on operational processes was also provided to all administrative staff to help them better support the department's daily corporate activities.*

Priorities (2021-22)

- Develop educational materials on consumer protection and awareness to ensure that Nunavummiut are aware of their rights and responsibilities in this area.
- Monitor the implementation of the Inuktitut language training program and the online employee onboarding initiative.
- Initiate the development and roll out of tools such as Power Business Intelligence Reporting to assist in providing timely and accurate financial information that will support in departmental decision making and reporting.

Priorities (2022-23)

- Review and evaluate the effectiveness of the online employee onboarding website.
- Begin a review of the Lotteries regulation to identify areas for proposed amendments.
- Develop and implement an internal invoice processing policy and payment processing policy.

Priorities (2023-24)

- Provide and apply sound financial policies and internal controls as it continues efforts to develop and/or improve policies, procedures and business processes.
- Support the preparation of potential amendments to the Lotteries regulations.

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)	2020-21	2021-22	2022-23	2023-24
ADM, Local Government		416	449	449	449
The ADM, Local Government provides strategic direction over community and municipal support services, community infrastructure planning, sports and recreation and emergency services.					
Community Development Division		3,899	3,701	3,701	3,701
Develops and aids community development by fostering self-reliance, through initiatives that develop the capacity of communities to operate services.					
Community Support Division		2,088	1,965	1,965	1,965
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 Organization Operating Fund		-	1,103	1,103	1,103
(Municipal Training Grant, Nunavut Association of Municipalities and Community Development Fund Municipal Training Organization combined here)					

Facilitates community leadership meetings in Nunavut.

Municipal Training Grant	170	-	-	-
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Facilitates the development and delivery of municipal training initiatives in Nunavut.

Community Development Fund Program	1,230	457	457	457
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Supports community-based capacity development in program management and delivery, self-monitoring and self-evaluation through training and development initiatives.

Community Planning and Lands Division	4,101	4,217	4,217	4,217
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Provides community planning, mapping, property assessments and land administration services. Supports communities in developing Community Sustainability Plans.

Technical Professional Studies Program (Program now transferred to Directorate)	-	-	-	-
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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 Citizens and Disabled Persons Tax Relief	318	318	318	318
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Provides tax relief in Iqaluit for senior citizens and disabled persons residing within the municipal tax authority.

Nunavut Association of Municipalities (Program now transferred to Municipal Organization Operating Fund)	190	-	-	-
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Financially assists the association representing Nunavut municipalities.

Municipal Collaboration Program (Program previously titled Nunavut Leaders Forum)	150	150	150	150
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Facilitates community leadership meetings in Nunavut.

Community Asset Protection Program	850	850	850	850
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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	47,180	48,151	48,151	48,151
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Allocates core funding that assists community governments to deliver municipal programs and services.

Water and Sewage Subsidy Program	8,018	8,018	8,018	8,018
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Provides funding to municipalities to offset the cost of water, the cost of water delivery and sewage removal services to local residents. Ensures that communities provide a reasonable level of water delivery and sewage removal services.

Grant in Lieu of Taxes	6,183	6,333	6,333	6,333
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Ensures fair compensation to tax-based municipal governments for municipal services provided to the Government of Nunavut.

Municipal Mobile Equipment Program	2,513	2,513	2,513	2,513
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Provides annual core funding to assist communities in mobile equipment lifecycle planning, procurement and maintenance. This program provides communities with annual funding so that communities can determine the equipment required and maintained to a high standard.

Sport and Recreation Division	2,137	3,373	2,137	2,137
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Sport and Recreation Administration provides overall direction and planning for the management and delivery of Sport Recreation and Physical Activity initiatives in Nunavut. The key program responsibilities include the development and facilitation of programs designed to promote and develop opportunities in Sport, Recreation and Physical Activity for Nunavummiut at the community, regional, territorial, national and international level.

Sport and Recreation Grants & Contributions	3,934	4,405	3,934	3,934
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The grant and contribution program is designed to assist Sport and Recreation fund the delivery of programs that support sport related training and development. They also support programs such as technical development, sport development, sport events games funding, on-going community-based physical activity initiatives and sport and recreational activities and programs.

Nunavut Emergency Management Division	2,021	1,916	1,916	1,916
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Responsible for emergency preparedness plans and provides assistance to Nunavut communities in creating their own plans.

Search and Rescue	920	920	920	920
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Serves to enhance community-based ground search and rescue (GSAR) 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 Division	1,388	1,118	1,118	1,118
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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	87,706	89,957	88,250	88,250
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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.

Status: The department is participating in the finalization of the Drinking Water Strategic Framework with a planned distribution to all relevant stakeholders in late 2020-21. The development of the corresponding Action Plan will require additional input and engagement from stakeholders in 2021.
- Prepare an annual update to the Nunavut Long Term Infrastructure Plan under the Integrated Bilateral Agreement for the Investing in Canada’s Infrastructure Program.

Status: The Nunavut Long-Term Infrastructure Plan was tabled in 2018. The 2020-21 annual 3-year Infrastructure Plan, a deliverable under the Agreement, was submitted in July 2020. The next annual 3-year Infrastructure Plan is due in the spring 2021.
- 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.

Status: The development of Nunavut’s Solid Waste Management Strategy was initiated but has been delayed due to COVID-19. The department will re-engage partners in the development of the strategy in late 2020-21.
- 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.

Status: The department has dedicated a full-time position to Municipal Asset management initiatives. This position will provide ongoing support to municipalities to support the implementation of asset management practices in Nunavut municipalities including the deployment of asset management software.
- Complete the proposed territorial framework on sport, recreation, and physical activity, in consultation with relevant stakeholders.

Status: The department completed Nunaliit Aulajut, Nunavut’s Sport, Physical Activity and Recreation framework, and will share the framework with stakeholders in the fall of 2020.

- Continue to work collaboratively with Government of Nunavut departments to finalize the development of departmental Emergency Plans.
Status: The department has engaged all other departments in the development of their respective emergency plans that will support the development of the Territorial Emergency Plan. Due the COVID-19 Public Health Emergency, the department has prioritized support toward departmental plans specific to managing ongoing operations during the COVID-19 pandemic.
- Develop a Territorial Emergency Plan, based on the Government of Nunavut departmental emergency plans.
Status: The department has engaged all departments and agencies in the development of their respective emergency plans that will support the development of the Territorial Emergency Plan. Due the COVID-19 Public Health Emergency, the department has prioritized support toward departmental plans specific to managing ongoing operations during the COVID-19 pandemic.
- 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 continues to support the objectives of the “The Blueprint for Action on Housing” by enhancing land development and land administration in municipalities. In 2020-21, the department conducted over 40 residential survey projects, updated satellite imagery used to update community base maps and approved 20 land plans.
- Develop a strategy to support increased opportunities for Nunavummiut to participate in traditional sport and recreation activities.
Status: The department completed a review of existing opportunities and barriers for Nunavummiut to participate in traditional sport and recreation activities. To enhance opportunities and address barriers to participation, the department is revising existing program plans for delivery beginning in 2021-22.
- Develop resources to ensure sport and recreation stakeholders are prepared to address and eliminate abuse and harassment in sport.
Status: The department completed consultations with sport and recreation stakeholders and has developed a series of policies for adoption by stakeholder organizations. The department will continue work on a Safe Sport Framework and Implementation Strategy to help eliminate abuse and harassment in sport scheduled for distribution in 2021.
- Continue to work collaboratively with Government of Nunavut Departments to finalize development of updated comprehensive departmental Emergency Plans.
Status: The department has engaged all departments in the development of their respective emergency plans that will support the development of the Territorial Emergency Plan. Due the COVID-19 Public Health Emergency, the department has prioritized support toward departmental plans specific to managing ongoing operations during the COVID-19 pandemic.

- 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.

Status: Revised ground search and rescue training was delivered to volunteers through the Municipal Training Organization. Ongoing program evaluation will continue to ensure ground search and rescue training programs are aligned with the emerging needs of search and rescue volunteers and organizations.

Priorities (2021-22)

- Provide ground search and rescue training and resources to local ground search and rescue organizations to ensure they have the skills, knowledge and resources to deliver on their mandate.
- Reinitiate work on “all hazard” emergency plans for Government of Nunavut departments and agencies.
- Continue to work with Municipalities to implement 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.
- Pursue expansion of Western Canada Lottery operations in Nunavut.
- Strengthen the Integrated Community Sustainability Planning 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.
- Re-engage regulatory agencies and stakeholders in the drafting of solid waste management regulations to support the development of essential solid waste management sites in Nunavut communities, and strategic investment into solid waste management initiatives.
- Review the delivery of municipal council orientation training resources to identify additional resources required to support municipal officials during their term in office.
- Collaborate with municipal, territorial, and federal and international partners in the planning of operation Nanook Tatigiit.
- Engage with relevant stakeholders to develop an action plan for the Drinking Water Strategic framework to support implementation of key elements from the framework.
- Disseminate Nunaliit Aulajut, Nunavut’s Sport, Physical Activity and Recreation Policy Framework to community and territorial stakeholders and begin development the of corresponding Nunaliit Aulajut Action Plan.

- Implement strategic initiatives to increase participatory opportunities in traditional sport and recreation activities within and among Nunavut communities.
- Distribute the Safe Sport Framework and Implementation Strategy to help eliminate abuse and harassment in sport and support implementation among stakeholders.

Priorities (2022-2023)

- Introduce the Drinking Water Strategic Framework-Action Plan to relevant stakeholders.
- Collaborate with regulatory agencies and stakeholders in the drafting of solid waste management regulations to support the development of essential solid waste management sites in Nunavut communities, and strategic investment into solid waste management initiatives.
- Begin development of an Action Plan for Nunaliit Aulajut, Nunavut’s Sport, Physical Activity and Recreation framework, in collaboration with territorial stakeholders.
- Engage with Municipalities on progress with the development of Comprehensive Community Plans and continue strengthening the Integrated Community Sustainability Plan process.
- Consolidate the Emergency Plans of Nunavut Departments and Agencies into the Government of Nunavut Territorial Emergency Plan.
- Collaborate with municipal councils and stakeholders on the development of addition council orientation and training resources.

Priorities (2023-24)

- Engage with relevant stakeholders on implementation of key elements from the Drinking Water Strategic Framework.
- Develop Solid Waste Management Strategy to ensure solid waste sites are planned, designed, managed and decommissioned in compliance with solid waste management regulations.
- Develop and disseminate revised council orientation resources.

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)	2020-21	2021-22	2022-23	2023-24
Telecommunications (Voice and Satellite)		13,562	10,862	10,862	10,862
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		24,292	32,653	32,653	32,653
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.					
Information Management		882	711	711	711
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		38,761	44,251	44,251	44,251

Priorities (2020-21)

- Continue implementation of strategic Information and Communications Technology & Information Management infrastructure upgrades and their corresponding innovative solutions and related systems.
Status: The Nunavut municipal fibre 2020 project is underway to complete the connectivity of all GN buildings across the territory by the end of this fiscal year. The purpose of this

connectivity is to ensure all GN employees have comparable access to the GN network through municipal fibre and to prepare Low Earth Orbit fibre back-haul.

- Complete implementation of enterprise level policies and standards for the departmental use of cloud-based solution.
Status: Governance framework program is underway and estimated to be completed at the end of this fiscal year.
- 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.
Status: The department developed a new network after the ransomware attack, and IM/IT moved to a Cloud First solution. The Disaster Recovery and Business Continuity Plans were upgraded to consider the new infrastructure and processes. Many of the enterprise tools were moved to a Cloud based approach. The Disaster Recovery/Business Continuity Plans are in progress.
- Begin rollout of Cloud-First approach, which will include Office 365 for all Government of Nunavut users.
Status: The department completed the transition to Office 365 platform across the GN as part of the return to services after the ransomware attack.
- Continue to identify opportunities to enhance telecommunications through new funding agreements, strategic partnerships, and collaboration models.
Status: The division is investigating opportunities, and where applicable, will submit applications for funding to enhance telecommunications.
- Rollout of the Business continuity plan and Disaster Recovery
Status: The department developed a new network after Ransomware, and IM/IT moved to a Cloud First solution. The Disaster Recovery and Business Continuity Plans were upgraded to consider the new infrastructure and processes. Many of the enterprise tools were moved to Cloud based approach. The Disaster Recovery/Business Continuity Plans are in progress.
- Continue to pursue the options to improve telecommunications for Nunavut, including Fibre & Low Earth Orbit technology.
Status: The department continues to work with Telesat to test and prepare the network for Low Earth Orbit technology. Telesat is in the process of finalizing their funding. Once funding is finalized, Telesat will initiate a Request for Proposal for design build. The department will evaluate and award the proposal for the commercialization of fibre. The department continues to explore alternative opportunities for the undersea fibre in addition to Greenland.
- Continue with the development of the Information Management digitization standards and the creation of the Information Management Act.

***Status:** The department is working closely with an industry leader in digitization on the development of information management digitization standards and potential creation of the Information Management Act.*

- Implement enterprise level policies and standards for the departmental use of cloud-based solutions.

***Status:** The department is working on a governance framework. This is expected to be completed by the end of this fiscal year.*

Priorities (2021-22)

- Complete a review of IM/IT systems and infrastructure to identify areas of improvement for new technology resources and governance.
- Improve relationships with internal and departmental customers, vendors, and the federal government.
- Improve data management and protection by creating and implementing security frameworks, monitoring for compliance, increasing Local Area Network room and Data Centre security, and implementing governance.
- Improve resource planning and management by developing a marketing campaign to generate student awareness of IM/IT career opportunities, creating and socializing an IM/IT transformation program, including the creation of a new organizational structures.
- Establish a departmental cloud architectural review committee, to ensure information technology initiatives align with goals while meeting development standards and best practices. Continue to work on the best options for telecommunications for all 25 communities.

Priorities (2022-2023)

- Improve departmental business relationships through collaboration, to align IT strategies for new capabilities.
- Ensure improvement of physical security through the implementation of a Local Area Network room and Data Centre security by building enhancements.
- Improve mobile security through the use of corporate based security validation tools, training, data classification and information management strategy improvements.
- Implement organizational change management practice and apply this practice to the organizational restructuring through the IM/IT transformation program.
- Complete the deployment of the infrastructure for the connectivity of Low Earth Orbit technology and work with the departments to plan and upgrade their online applications to work with the new infrastructures.

Priorities (2023-24)

- Collaborate with vendors to implement new tools to better serve Nunavummiut. The department will also work with Human Resources and Executive Intergovernmental Affairs to identify relevant training required for all staff on new tools.
- The department will begin the transition towards digital government and automation systems.
- Implement data classification system for Information Management.
- Finalize the new organizational structure and develop career path opportunities for staff, including new skills and opportunities for new positions.
- Enable and communicate new technologies based on new infrastructure. Continue lifecycle management of the core infrastructure supporting the GN telecommunications services.

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, Facility Management, Technical Services, Real Property 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.

Facility Management Division is responsible for the management administration of the government's office and warehouse space requirements, as well as, delivery of facilities management services for all other Government of Nunavut facilities (e.g. health centres, schools, correctional facilities, wildlife offices). 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.

Real Property Division is responsible for the management and administration of the government's office and warehouse space requirements, as well as the GN materials management program for various supplies not directly procured by departments. The Division oversees approximately 100 leases across the Territory including some leases in southern Canada.

Safety Services Division is responsible for the Chief Building Official's Office, the Nunavut Fire Marshal's Office, Chief Electrical Inspector's Office, Chief Elevator Inspector's Office and the Chief Boiler and Gas 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 Nunavut Fire Marshal's Office is responsible for the implementation of the Fire Prevention Strategy, support of local community fire departments, training of Nunavut firefighters, and support to fire departments for equipment, including fire trucks.

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
ADM, Infrastructure		384	613	613	613
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		1,630	1,463	1,463	1,463
Technical Services is an advisory group supporting the capital planning and project delivery process through technical support services. In addition, Technical Services undertakes Building Condition Assessments in order to measure the effectiveness of current maintenance programs by determining useful life of building systems and compares it with the full economic life expected. Also, Technical Services oversees and manages an energy management program in order to reduce utility costs and greenhouse gas emission.					
Facility Management		33,192	33,799	33,799	33,799
Provide facility management services for approximately 600 GN owned facilities to provide suitable space for GN departments and agencies (except NHC and QEC) to deliver critical programs and services to Nunavummiut. The facility management team operates regional offices in Cambridge Bay, Rankin Inlet, Iqaluit and Pond inlet and also employ local community maintainers in each of the 25 communities.					
Capital Projects		2,212	2,212	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	5,165	4,673	4,673	4,673
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Coordinates program and service delivery to communities through regional offices. Provides the regional delivery of projects, manages the process, budget schedule, scope, quality and risk of project implementation. Administers the contracts with architects, engineering consultants and construction contractors.

Real Property	26,924	27,150	27,150	26,913
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Manages Government of Nunavut office space, administers leases and is responsible for disposal of real property assets.

Utilities Management	41,945	42,240	42,240	42,240
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Administration of utilities for government facilities. Promotes conservation of non-renewable resources.

Safety Services	6,205	6,349	6,349	6,349
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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	117,657	118,499	118,499	118,262
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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.
Status: The department continued to examine options in relation to the existing lifecycle renewal program. Baseline data related to building condition assessments for all facilities is ongoing and will serve to support recommendations in future years to improve the current program.
- Pursue the on-time and on-budget project delivery for Long Term Care facilities in Nunavut.
Status: Planning activities for the Kitikmeot and Qikiqtaaluk long-term care facilities are ongoing. A business case, engineering studies and land selection are anticipated to be completed in spring 2021. An RFP for design services was awarded in June 2020 for the Kivalliq Long term Care Facility. Construction is expected to commence in summer 2021 subject to a successful tender award.
- Pursue the on-time and on-budget project delivery for the Nunavut Addiction and Trauma Treatment Centre.
Status: Planning is underway with the Department of Health for site selection and various engineering (geotechnical and environmental) studies. The department anticipates completing the functional programming and business case in spring 2021.
- Pursue the on-time and on-budget project delivery for Nunavut Fibre Infrastructure projects.

Status: The department is currently in discussions with the Kativik Regional Government to examine a potential fibre system connection to Nunavik. The department will continue to pursue this new strategic route option and expects to bring forward a final route recommendation in summer 2021. An RFP for a commercialization study was issued in fall 2020 with an anticipated completion date of December 2021. This study will examine and make recommendations in relation to operational and governance models for the proposed fibre system.

- Continue planning and implementation of the Nunavut Energy Management Initiative in the Kivalliq, Baffin and Kitikmeot Regions.

Status: The department completed construction activities in the Kivalliq region as well as a feasibility study for North Baffin communities in the 2020-21 fiscal year. Construction activities began in South Baffin with an expected completion date in spring 2022.

Priorities (2021-22)

- Continue with the project delivery for Long Term Care facilities in Nunavut and, dependent upon client department direction, bring forward a business case on a class D cost estimate for both proposed facilities in the Kitikmeot and Qikiqtaaluk regions.
- Continue with the project delivery for the Nunavut Addiction and Trauma Treatment Centre and, dependent upon client department direction, bring forward a business case on a class D cost estimate for a new facility in Iqaluit.
- Continue with the project delivery for Nunavut Fibre Infrastructure projects and subject to the recommendation on route options, proceed to RFP for design build for the proposed fibre system in fall/winter 2021.
- Continue planning and implementation of the Nunavut Energy Management Initiative with commencement of construction activities in the North Baffin communities, completion of construction activities in the South Baffin communities and completion of a feasibility study for the Kitikmeot.
- Initiate a strategic review and study on the impacts of the adoption, as part of the existing Nunavut Building Code Act, of the National Energy Code of Canada for Buildings, in whole or in part with Nunavut specific modifications.

Priorities (2022-23)

- Continue with the project delivery for Long Term Care facilities in Nunavut and, dependent upon client department direction and funding approval, proceed with design and construction phases of these critical facilities.
- Continue with the project delivery for the Nunavut Addiction and Trauma Treatment Centre and, dependent upon client department direction and funding approval, proceed with design and construction phases of this critical facility in Iqaluit.

- Continue with the project delivery for Nunavut Fibre Infrastructure projects and, subject to the recommendation on route options and funding approval, proceed with design and construction phases of the proposed fibre system.
- Continue implementation of the Nunavut Energy Management Initiative with completion of construction activities in the North Baffin communities and commencement of construction activities in the Kitikmeot Region.
- Continue with the strategic review and study on the impacts of the adoption, as part of the existing Nunavut Building Code Act, of the National Energy Code of Canada for Buildings, in whole or in part with Nunavut specific modifications.

Priorities (2023-24)

- Continue with the project delivery for Long Term Care facilities in Nunavut and, dependent upon client department direction and funding approval, proceed with the construction phase of these critical facilities.
- Continue with the project delivery for the Nunavut Addiction and Trauma Treatment Centre and, dependent upon client department direction and funding approval, proceed with the construction phase of this critical facility in Iqaluit.
- Continue with the project delivery for Nunavut Fibre Infrastructure projects and subject to the recommendation on route options and funding approval, proceed with the construction phase of the proposed fibre system.
- Continue implementation of the Nunavut Energy Management Initiative with completion of construction activities in the Kitikmeot Region.
- Initiate public consultations on the adoption of an energy code and develop an associated implementation plan.

Petroleum Products Division

The Petroleum Products Division (PPD) is responsible for the purchase, import, storage, and delivery of petroleum products in Nunavut. Its headquarters is 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.

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 thereby enhancing PPD's ability to stabilize fuel prices in the Territory.

Priorities (2020-21)

- Plan and implement the Corporate and Organizational model for the division.
Status: The department is pursuing the transition of the Petroleum Products Division into a Petroleum Products Commission. Proposed new legislation, the Nunavut Petroleum Products Commission Act, is anticipated to be introduced in the Legislative Assembly.
- Finalize drum removal initiative throughout Nunavut, including old drums located in outpost camps Bathurst Inlet and Umingmaktok.
Status: The department was successful in the removal of approximately 200 drums in Umingmaktok in 2020. The initiative to remove drums from Bathurst Inlet was impacted by unforeseen draft restrictions in the area preventing the barge from access. This initiative will continue to 2021.
- Develop Health & Safety Management System, Enterprise Risk Management System and Environmental Management System for Petroleum Products Division.
Status: The department developed a planning document for hazard assessment and key performance indicators. Business continuity planning is in progress. PPD's Environmental Emergency Plan and Oil Pollution Prevention Plan has been developed; both require final revision, formatting, and customization to each community.
- 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.
Status: Petroleum Product Division's Point of Sale hardware (Intermec handheld devices) is approaching its end of life and PPD is actively working to identify suitable replacement hardware. In addition, PPD has commenced a needs assessment for an enterprise software to provide PPD with centralized, real-time access to sales data.

Priorities (2021-22)

- Continue to plan and implement the corporate and organizational model for the division in anticipation of transition to a Nunavut Petroleum Products Commission.
- Develop a long-term capital plan for the upgrade and expansion of Nunavut's fuel infrastructure.
- Continue development of Health & Safety Management System, Enterprise Risk Management System and Environmental Management System for Petroleum Products Division.

Priorities (2022-23)

- Conduct external, third party audit of Petroleum Products Division's health and safety management system and environmental management system to achieve International Organization for Standards certification.
- Evaluate strategies to create new efficiencies in the purchase and transportation of refined petroleum products in Nunavut.
- Commence needs assessment for the upgrade and replacement of PPD's legacy back-office software; PPD Windows.

Priorities (2023-24)

- Finalize needs assessment for the upgrade and replacement of PPD's legacy back-office software.
- Assess opportunities to collaborate with Colleges in the delivery of petroleum relate trades education programs for Nunavut.

Financial Summary

Branch	2020-2021		2021-2022		2022-2023		2023-2024	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
DIRECTORATE								
Compensation and Benefits	8,726	72.0	9,353	77.0	9,353	77.0	9,353	77.0
Grants and Contributions	80		80		80		80	
Other O&M	3,701		3,651		3,651		3,651	
Subtotal	12,507		13,084		13,084		13,084	
LOCAL GOVERNMENT SERVICES								
Compensation and Benefits	11,390	95.0	11,097	91.0	11,097	91.0	11,097	91.0
Grants and Contributions	71,456		73,048		72,577		72,577	
Other O&M	4,860		5,812		4,576		4,576	
Subtotal	87,706		89,957		88,250		88,250	
INFORMATION MANAGEMENT/INFORMATION TECHNOLOGY								
Compensation and Benefits	9,929	82.0	9,748	80.0	9,748	80.0	9,748	80.0
Grants and Contributions	25		25		25		25	
Other O&M	28,807		34,478		34,478		34,478	
Subtotal	38,761		44,251		44,251		44,251	
INFRASTRUCTURE								
Compensation and Benefits	22,448	183.0	23,182	184.0	23,182	184.0	22,945	182.0
Grants and Contributions	1,795		1,795		1,795		1,795	
Other O&M	93,414		93,522		93,522		93,522	
Subtotal	117,657		118,499		118,499		118,262	
PETROLEUM PRODUCTS DIVISION								
Compensation and Benefits	-	30.0	-	30.0	-	30.0	-	30.0
Grants and Contributions	-		-		-		-	
Other O&M	-		-		-		-	
Subtotal	-		-		-		-	
TOTAL	256,631	462.0	265,791	462.0	264,084	462.0	263,847	460.0

Department Summary	2020-2021		2021-2022		2022-2023		2023-2024	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Salary	52,493	462.0	53,380	462.0	53,380	462.0	53,143	460.0
G&C	73,356		74,948		74,477		74,477	
Other O&M	130,782		137,463		136,227		136,227	
total	256,631	462.0	265,791	462.0	264,084	462.0	263,847	460.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Community and Government Services	As at Sept. 30, 2020		For March 31, 2022	
		Capacity %		Capacity %
Total Department Positions	459		462	
Total Filled Positions	322	70%	339	73%
Total Vacancies	137	30%	123	27%
Total Inuit	133	41%	147	43%
Total Executive Positions	3		3	
Total Filled Executive Positions	2	67%	3	100%
Total Vacant Executive Positions	1	33%	0	0%
Total Inuit in Executive Positions	0	0%	0	0%
Total Senior-Management Positions	20		21	
Total Filled Senior-Management Positions	16	80%	19	90%
Total Vacant Senior-Management Positions	4	20%	2	10%
Total Inuit in Senior-Management Positions	3	19%	4	21%
Total Middle-Management Positions	59		59	
Total Filled Middle-Management Positions	45	76%	50	85%
Total Vacant Middle-Management Positions	14	24%	9	15%
Total Inuit in Middle-Management Positions	10	22%	13	26%
Total Professional Positions	124		126	
Total Filled Professional Positions	81	65%	84	67%
Total Vacant Professional Positions	43	35%	42	33%
Total Inuit in Professional Positions	15	19%	17	20%
Total Paraprofessional Positions	201		199	
Total Filled Paraprofessional Positions	141	70%	143	72%
Total Vacant Paraprofessional Positions	60	30%	56	28%
Total Inuit in Paraprofessional Positions	70	50%	76	53%
Total Administrative Positions	52		54	
Total Filled Administrative Positions	37	71%	40	74%
Total Vacant Administrative Positions	15	29%	14	26%
Total Inuit in Administrative Positions	35	95%	37	93%

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.

A total of 28 long-term Inuit casual staff have been direct appointed since 2019. 22 long-term Inuit casual staff were direct appointed in the 2019-2020 fiscal year with an additional 6 direct appointed in the 2020-21 fiscal year. The Department will continue to monitor the status of casual Inuit employees to ensure that every opportunity is taken to appoint them to permanent positions.

The department's Orientation Program was revised in September 2019 to be more Inuit-focused highlighting Article 23, Inuit employment, training and development opportunities for Inuit staff, and our Inuit Internship and Development opportunities.

The following departmental initiatives will support CGS's implementation of our Inuit employment plan for 2020-21:

Inuit Employment Plan

Priorities 2020-21

- Track and Report on all training, development and professional activities through Financial Services Division.
Status: The department utilized the transfer assignment process to place nine Inuit on developmental assignments, this included having a training and development plan in place. Additionally, the department has, one employee currently enrolled in the Amaaqtaarniq Program, one employee in the Career Broadening Program, four employees in the Emerging Leaders Program, seven employees recently graduated from the Emerging Leaders Program and 14 currently enrolled in the Inuktitut Language Training.
- 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.
Status: The department will be launching an onboarding program by the end of fiscal year. The online tool contains five modules. Module 01 provides managers with the tools needed to ensure that new employees receive the support and means to be effective employees. Module 2,3,4, and 5 include interactive online training sessions designed to help employees adjust to their new employment.
- Continue to create internal internship program within the department and continue to apply for participation in the Sivuliqtiksatsat program.
Status: Due to the COVID-19 pandemic, the internal internship program has been delayed and will be placed into next year's priority.
- Work 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.
Status: The department's Human Resources' division is now fully staffed with a dedicated Inuit Employment & Outreach Program Manager to allow for a dedicated approach to increasing Inuit employment for the department.

- The department will create 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.

Status: Due to the COVID-19 pandemic, the department has not been able to focus on the creation of these pamphlets however, as part of the onboarding program some of the rewards and challenges of working in Nunavut will be highlighted.

- Create more junior level or trainee positions to provide opportunities to get into fields of work that require more training and experience.

Status: Due to the COVID-19 pandemic, this priority was delayed, however the department is starting to approach divisions to create more junior or trainee positions.

Priorities 2021-22

- Continue to create internal internship program within the department and continue to apply for participation in the Sivuliqtiksatsat program.
- Continue to build capacity within the department for individual training and development plans, including training opportunities internal to the department.
- Encourage Nunavut Inuit employees with progressive and incremental career laddering opportunities within the department. 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.
- Create Recruitment Information pamphlets to be included as a link with all competition notices to provide 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
- Identify junior level or trainee positions to provide opportunities to get into fields of work that require more training and experience.

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.

Priorities 2023-24

- Encourage every division within the department to have an intern.

- Establish a Memorandum of Understanding with Nunavut Arctic College in trades programs similar to the Memorandum of Understanding with the University of Manitoba.
- Initiate an advertising campaign to promote careers in the department.
- Continue to build capacity within the department for individual training and development plans, including training opportunities internal to CGS.
- Encourage Nunavut Inuit employees with progressive and incremental career laddering opportunities within CGS. CGS HR will continue to coach directors and line managers in identifying Nunavut Inuit for support in their career aspirations.

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**Department of
Economic Development
and Transportation**

**Business
Plan**

2021-2024

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TABLE OF CONTENTS

CORE BUSINESS

Corporate Management.....	225
Economic Development Operations	230
Tourism and Cultural Industries	233
Minerals and Petroleum Resources.....	236
Fisheries and Sealing	241
Transportation Policy and Planning.....	245
Motor Vehicles.....	247
Nunavut Airports	249
Iqaluit International Airport.....	251
Financial Summary	254
Inuit Employment Plan	255

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CORE BUSINESS

The department serves to develop our economy and transportation systems in ways that support a positive, self-reliant, future for our people, our communities, and our land.

	Budget (\$000)			
	2020-21	2021-22	2022-23	2023-24
Corporate Management	10,673	10,680	10,680	10,680
Economic Development Operations	17,870	17,965	17,965	17,965
Tourism and Cultural Industries	5,690	5,690	5,690	5,690
Minerals and Petroleum Resources	4,148	3,898	3,898	3,898
Fisheries and Sealing	2,883	2,883	2,883	2,883
Transportation Policy and Planning	3,109	2,948	2,948	2,948
Motor Vehicles	3,379	3,379	3,379	3,379
Nunavut Airports	19,584	19,643	19,643	19,643
Iqaluit International Airport	24,710	24,710	24,710	24,710
TOTAL	92,046	91,796	91,796	91,796

Corporate Management Branch

Corporate Management is responsible for overseeing the management and operations of the department. Corporate Management provides overall central leadership and direction, financial management, policy development, corporate and human resource management, communications and support and oversight of the Government of Nunavut's implementation of the Nunavummi Nangminiaqtunik Ikajuuti Act.

Corporate Management is responsible for monitoring the department's progress in the attainment of key government priorities, including implementation of *Turaaqtavut*, Inuit societal values, and the department's Inuit Employment Plan. Corporate Management is made up of the Directorate, the Responsible Development division, the Policy, Planning and Communications division, the NNI Secretariat and the Finance and Administration division.

Corporate Management also administers the Government of Nunavut's funding agreements with the Nunavut Development Corporation and the 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 Nangminiqaqtunik 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.
- To ensure coordinated development of Nunavut’s economy and transportation systems.

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
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Directorate		1,834	1,841	1,841	1,841
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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		191	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

998 **998** 998 998

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

900 **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

661 **661** 661 661

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 2,731 **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.

Total, Corporate Management **10,673** **10,680** **10,680** **10,680**

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.

Status: *The GN Environmental Assessment Review Team has engaged an external firm to conduct an evaluation of the environmental assessment strategy and performance (2013-Present). The purpose of this strategy was to ensure continuous, active, and effective GN participation in the impact review processes. This evaluation will assess the effectiveness of GN's environmental assessment service delivery performance, assess strengths and challenges of this service delivery and to produce recommendations for the GN to improve the structure, design, purpose, capacity and responsibilities of GN Environmental Assessment Review Team as it was intended in the GN Environmental Assessment Strategy. This evaluation will also identify any gaps in service delivery.*

- Develop and Implement performance management system for departmental grants and contributions program.

Status: *Grants and contribution programing is being significantly adapted to meet changing demands during the COVID-19 pandemic. This priority will be deferred.*

- Continue to work collaboratively with the Nunavut Public Service and external partners towards achieving the objectives of Igluliuqatigiilauqta.

Status: *The department continues to collaborate with the Nunavut Housing Corporation and the departments towards achieving the objectives of Igluliuqatigiilauqta.*

- Explore potential updates to the Nunavut Business Credit Corporation Act, towards increased efficiency and integration.

Status: *The department has worked with the Nunavut Business Credit Corporation and the Nunavut Development Corporation on this initiative. The department is considering seventeen suggestions recommended by the Nunavut Business Credit Corporation provided August 2020. Any larger legislative initiatives related to the Nunavut Business Credit Corporation Act will be analyzed in tandem with potential updates to the Nunavut Development Corporation Act.*

- Support the roll out of adaptive management of economic development partner organization funding provided under the newly consolidated Program Partnerships contributions program.

Status: *The department has initiated a system of performance management to ensure effective roll out of the program partnership contribution program.*

- The Nunavummi Nangminiqatunik 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.

Status: *Working with Family Services, the NNI Secretariat now has access to a Family Services staff member who has NNI objectives for training and employment as an element of their job description. Training and employment initiatives and opportunities will be shared with Family Services. Joint planning for these initiatives will be carried out between the NNI Secretariat and the Department of Family Services.*

- 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. *Status: This collaborative work is ongoing, in late 2020 it resulted in amendments to the NNI Regulations to tighten the bidding process ensuring that increased open competition and fair market value will be achieved through tighter bid and proposal processes.*

Priorities (2021-22)

- 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 and Nunavut Development Corporation Act, towards increased efficiency and integration.
- 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.
- Strengthen direct collaboration with Regional Inuit Associations.
- 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 (2022-23)

- Begin the Nunavummi Nangminiaqtunik Ikajuuti Comprehensive review, as mandated by section 12.7 of the Nunavummi Nangminiaqtunik Ikajuuti Regulations.

Priorities (2023-24)

- Establish final priorities and proposed objectives through ongoing consultation with Nunavut Tunngavik Inc., the private sector and GN procurement officials with the goal of preparing a first draft of a revised NNI Regulations. Targets will be enhanced opportunities for Inuit employment and the growth of genuine Inuit owned and controlled firms. The completed draft to be reviewed by all stakeholder departments prior to preparing for presentation to cabinet.

Economic Development Branch

The Economic Development branch serves the well-being and self-reliance of Nunavummiut by working to maximize and diversify economic opportunities. The branch includes the three

Community Operations divisions and related supports, the Tourism and Cultural Industries division, the Minerals and Petroleum Resources division and the Fisheries and Sealing division.

Economic Development Operations

Economic Development Operations are decentralized into four offices in Kugluktuk, Rankin Inlet, Pangnirtung and Pond Inlet, with support being provided by departmental HQ. Economic Operations 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.

Objectives

- To serve as the key program delivery arm of the department.
- To serve as the department’s main point of contact 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 identify, address and monitor impacts as well as benefit from the arising economic opportunities.
- Continue to collaborate to enhance the Country Food Distribution Program and, in particular, the development of harvesting infrastructure (such as community freezers) in communities.

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
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Community Operations		5,401	5,496	5,496	5,496
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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	3,820	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 organisation including Nunavut-wide economic development organisations, regional economic development organisations (including regional chambers of commerce and regional business development centers), and sector specific industry organisations.

Country Food Distribution Program	1,576	1,576	1,576	1,576
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This program supports the harvesting sector through investments and operations funding for modern energy efficient community freezers, retrofitting existing harvesting infrastructure, and by supporting locally identified harvesting and training initiatives that benefit the harvesting economy in every community of Nunavut.

Strategic Investments Program	1,796	1,796	1,796	1,796
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The Strategic Investments Program supports the implementation of the economic development priorities identified in *Turaagtavut* and the *Nunavut Economic Development Strategy*. The program contributes to business development and job creation and supports economic development projects sponsored by external organizations.

Total, Economic Development Operations	17,870	17,965	17,965	17,965
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Priorities (2020-21)

- Finalize and implement the Nunavut Economic Development Strategy.
Status: Following the COVID-19 pandemic declaration, this priority was shifted to developing a strategic approach unique to economic needs during COVID. This has guided the adaptation of departmental initiatives.
- Continue to monitor activities to promote and support the use of harvesting skills and community-based solutions to enhance access to nutritious food throughout the territory.
Status: The Country Food Distribution Program is being utilised to support local harvesting. Community freezer projects initiated in Baker Lake and Iqaluit and completed in Kimmirut. Community Freezer projects in Hall Beach, Rankin Inlet, Arctic Bay and Resolute Bay are being developed for possible initiation in this fiscal year. The Kugluktuk community greenhouse project has produced fresh produce for the community.
- Collaborate with the Minerals and Petroleum Resources Division in the socio-economic monitoring of development projects.
Status: An exemption is being sought from Nunavut Impact Review Board to allow the delay of work from the Socio-Economic Monitoring Committees due to impacts of COVID-19 travel restrictions for in-person meetings. Virtual meetings are considered challenging to allow meaningful personal interaction and exchange of voluminous information.

- Support an ongoing review of departmental grants and contributions programs.
Status: It is anticipated that the Strategic Investment Program Policy will be updated by March 31, 2021.
- Collaborate with the Transportation Branch on planning of major infrastructure development projects that affect communities (including marine infrastructure, roads and commercial development of airports).
- *Status: The department continues to ensure that the branches collaborate and work closely on planning of major infrastructure development projects including marine infrastructure, roads and commercial development of airports. Informational support is provided as necessary.*
- 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.
Status: The department continues to review the programs and continued improvement are ongoing, including removal of firm application cut-off dates on some programs, and greater flexibility across regional allocations.
- Collaborate with other departmental divisions to ensure that territorial programs are delivered consistently and with equitable access for all Nunavut communities.
Status: The Fisheries Division of Department of Environment was transferred into Economic Development Division to ensure effective delivery with an economic development focus.

Priorities (2021-22)

- Develop and implement recovery plans through insight gathered by sector specific economic working groups.
- Fully integrate the delivery of fisheries and sealing programs with other departmental programming.
- 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)

- Collaborate with stakeholders in developing economic development plans for each region.
- Support the integration of social enterprise initiatives into existing economic development program management.

- Support the integration of renewable energy initiatives into existing economic development program management. Leveraging investment in renewable energy into community and business-based developments

Priorities (2023-24)

- Support and ensure Nunavut benefit is derived from economic infrastructure projects.
- Increase collaboration with the Inuit organisations relative to program management and coordination.
- Explore opportunities to improve monitoring & reporting on economic development programs delivered by the department.

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 travel and 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)	2020-21	2021-22	2022-23	2023-24
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Division Operations		3,137	3,137	3,137	3,137
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The Tourism and Cultural Industries division employs staff dedicated to the tourism sector and cultural industries, works with non-governmental organizations and sector associations, and manages the development, implementation and review of the Government of Nunavut's cultural industries and tourism development strategies.

Nunavut Film, Television, and New Media Program

		1,136	1,136	1,136	1,136
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The Nunavut Film, Television and New Media program supports the growth and development of

Nunavut's film, television and new media industry. Funding allows for the 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
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This program is designed to work in partnership with municipal governments and partner organizations to support the operations of established community and regional visitor centers.

Community Tourism and Cultural Industries Program	1,328	1,328	1,328	1,328
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The program strengthens community infrastructure and readiness for the tourism industry, and enhances economic development in the full range of creative sectors.

Total, Tourism and Cultural Industries	5,690	5,690	5,690	5,690
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Priorities (2020-21)

- Continue multi-year phased-in implementation process for the Tourism Act and associated regulations, including an awareness campaign.
Status: The Outfitters and Tourism Establishment Regulations are anticipated to be put into force in April 2021. Awareness campaign is being prepared to reach industry and public in April 2021.

- 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.
Status: The department has collaborated with Inuit Organizations, industry partners and federal government agencies to establish a Tourism Task Force. The Task Force is developing a Tourism Recovery & Resiliency Plan for Nunavut.

- Support a streamlined system for tourism permitting.
Status: This priority is being deferred to 2022-23.

- Provide support and opportunities for diversifying local businesses and provide Inuit employment opportunities in the traditional economy that will serve tourism and cultural sectors.
Status: Through its partnerships with industry partners and other agencies, the department is coordinating training opportunities for Inuit-owned and other tourism businesses. This includes: market readiness training, business management training, expedition member training, cruise training, internships on cruise ships, artists training through a Public Art Initiative and more. The department also launched a ShopNunavut campaign to promote and support Nunavut businesses.

- Support the implementation of Article 4 of the Inuit Impact Benefit Agreement for territorial parks.
Status: The department will continue to support Department of Environment in leading 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.
Status: The division is in constant partnership with our various stakeholders as Destination Canada, Arctic Expedition Cruise Operator, Tourism Industry Association of Canada, Indigenous Tourism Association of Canada, and Canadian Northern Economic Development Agency. Those various partnerships helped to provide opportunities for businesses to grow and for Destination Nunavut to grow the market and bring Nunavut to the world. Due to the COVID-19 pandemic, the Tourism sector had to pivot and rethink its priority and strategy based on new data, new reality. By March 31st, the Nunavut tourism sector and Destination Nunavut are targeting product development, packages, and safety and health protocols to ensure that business travel and internal leisure travel is safe and welcomed in the communities.
- Maintain community plans for artists and cultural industries to grow income by leveraging tourism growth.
Status: A Cultural Industry (Arts and Creative Industry) Strategy is in progress. A draft will be completed by December 2020. This work is being developed by Nunavummiut Artists selected group and will bring their view on how the department should move to grow income and how artistic development and emerging artists are a key pillar in that development.

Priorities (2021-22)

- Focus marketing efforts away for external tourism, towards a broader number of sectors including investor attraction.
- Reposition Visitor Centers to focus more on their role as community assets that support cultural industries, tourism and other economic development programming in the community.
- Preparing protocols for the projected return of Expedition Cruises.
- Explore with the tourism task force, a roadmap focusing on sustainable community tourism.
- Support existing tourism operators to adapt to significantly reduced external demand.
- Ensure consistent supports are in place for organizations championing Nunavut's creative industries such as hamlets, chambers of commerce and training institutes.

Priorities (2022-23)

- Support a streamlined system for tourism permitting.
- Continue to support implementation of Article 4 of the Inuit Impact Benefit Agreement for

territorial parks.

- Implement Tourism strategy focusing on local tourism.
- Continue to monitor and implement the department's priorities in the arts and creative industry sector.

Priorities (2023-24)

- Continue to monitor, analyze and implement the department's priorities in the tourism and visitor economy sector.

Minerals and Petroleum Resources

The Minerals and Petroleum Resources division promotes Nunavut as a sound place to invest by encouraging and supporting the development of sustainable mining and petroleum industries in Nunavut. This support includes the development of geoscience information infrastructure, financial and technical support for prospectors, the enhancement of public confidence, investor confidence and liaison with key players including industry, local service sectors and potential workforce participants.

Objectives

- To implement Nunavut's mineral exploration and mining strategy and help ensure the development of Nunavut's vast mineral wealth will provide the maximum benefit to Nunavummiut.
- 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, the exploration sector and promotion of the industry to investors.
- 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, research and monitoring of exploration activity, mineral potential and other issues and conditions that are essential for discovery and mine development, to closure and rehabilitation, as part of a sustainable resource industry.
- 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 mineral or oil and gas resource related issues.
- To collaborate with government and external stakeholders to ensure Nunavummiut are prepared to maximize employment opportunities in mining through a Government of Nunavut mine training strategy.
- Continue to work with communities and mining companies to ensure ongoing investment

and understanding in Nunavut mineral projects.

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
Division Operations		2,378	2,128	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 the Canada-Nunavut Geoscience Office, a partnership between Natural Resources Canada (Geological Survey of Canada), Crown-Indigenous Relations and Northern Affairs Canada and the Government of Nunavut, as represented by the Department of Economic Development and Transportation.</p>					
<p>The Canada-Nunavut Geoscience Office mandate is to develop the geoscience knowledge of Nunavut and provide accessible geoscience information and expertise to support government and private sector decision-making for resource exploration and development, infrastructure development, and geoscience capacity building. Public awareness and geoscience education is delivered through publications and outreach activities.</p>					

Nunavut Mine Training Program 200 **200** 200 200

The Nunavut Mine Training Program supports and facilitates partnerships that provide targeted skills training to Nunavut residents to allow them to participate in employment opportunities related to mineral exploration and mining.

This funding will be used in alignment with the anticipated Nunavut Mine Training Strategy.

Total, Minerals and Petroleum Resources **4,148** **3,898** **3,898** **3,898**

Priorities (2020-21)

- Continue to work with communities and mining companies to ensure ongoing investment and understanding in Nunavut mineral projects.
Status: The department continues 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.
Status: Opportunities for multiuse transportation infrastructure is considered with all major projects in Nunavut. The department will continue to facilitate partnership opportunities during the constructions of mines in the territory.
- 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.
Status: All Nunavut Prospectors Program projects reports are reviewed for potential advancement. Five prospector's reports have been released on-line and approximately half are in the editing and review stages 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 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.
Status: The department created the Community Engagement Support Program, which enables proactive dialogue between communities and industry. Due to the COVID-19 pandemic in early 2020, a large number of potential applicants were unable to take advantage of the program this year.
- 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 2018 Nunavut Socio-Economic Monitoring Report is anticipated to be tabled in the winter 2020 sitting. The long-term goal is to release reports annually. Socio-Economic Monitoring Committee meetings in all three regions were postponed in 2020 due to COVID-19. Meetings are expected to resume in 2021.*

- Continue the active implementation of completed Memoranda of Understanding with Agnico Eagle Mines, Baffinland, and TMAC Resources.

Status: *The department collaborates with the operating mining companies through a number of working groups and shares information, including the development and implementation of COVID-19 protocols.*

- Facilitate the development of a Nunavut position on oil and gas exploration in conjunction with other departments, Inuit organizations and other territorial governments.

Status: *The department participated in the Strategic Environmental Assessment with the Nunavut Impact Review Board, 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 reviewing the recommendations for the final report and continues to advocate for a decision-making role in the final decision concerning the moratorium.*

- 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.

Status: *As noted above, the department actively participates with the federal government and other Arctic partners on this initiative.*

- Work to align Nunavut's engagement in resource opportunities, particularly on marine issues.

Status: *This work is ongoing with various departments. The position of the Government of Nunavut is to request that no further creation of marine protected areas or zones of special management be created until after a devolution agreement has been fully negotiated.*

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.
- Expand the direct support for prospectors, including upgrading the Introduction to Prospecting Course to provide more support and skill development for advanced projects.
- Improve geoscience data collection by establishing spatial data management capability with geographic information system support. Modern, basic capacity is required to provide timely information to management and decision-makers for monitoring all phases of mineral exploration, development, mining and mine closure projects. Support the use of field and

remote sensing data where possible 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 with the goal of creating an exploration incentive program to help off-set the high costs of exploration to support the junior exploration sector. A review of existing programs includes a revised or supplemented Community Engagement Support Program as COVID-19 has caused and created a number of logistical and practical challenges to the conduct of business-as-usual.
- Continue the active implementation of completed Memoranda of Understanding with Agnico Eagle Mines, Baffinland, and TMAC Resources.
- Continue to actively participate in activities required to address, where appropriate and possible, the 79 recommendations the Strategic Environmental Assessment report on the moratorium on Arctic offshore oil and gas licensing advocating for a decision-making role in the process and preparing the Government of Nunavut to respond or participate in the decision scheduled for December 20, 2021.

Priorities (2022-23)

- Improvement and development of digital geoscience information management 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.

Priorities (2023-24)

- As devolution approaches, assume a greater role in the dissemination and management of Nunavut's digital geoscience information to support natural resource decision-making and to

ensure modern up-to-date information is accessible to the Government of Nunavut, the public, and the exploration and mining sector to encourage mineral exploration and development in the territory.

- Develop a geoscience, land and resource monitoring strategy that builds on the collection and analysis of data related to 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 community stakeholders affected by, and participating in, 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 opportunities provided by 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)	2020-21	2021-22	2022-23	2023-24
Division Operations		1,996	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.

Fisheries Development and Diversification Program	525	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	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.

Sealing Advocacy	12	12	12	12
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This program supports work on promotion and advocacy of the sealing industry within and outside Canada that benefits Nunavut.

Seal Contribution Program	150	150	150	150
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This program provides financial assistance to individuals, organizations, businesses, or societies who wish to undertake projects and/or activities that support the promotion, advocacy, research, development and diversification of Nunavut's sealing sector.

Seal Grant Program	10	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.

Total, Fisheries and Sealing	2,883	2,883	2,883	2,883
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Priorities (2020-21)

- Initiate campaign to increase Nunavut's share of adjacent offshore fish resources to 90%.
Status: The department has been working with other governments, Inuit organizations and industry to advocate for support to purchase available adjacent waters offshore fisheries quota.
- Support the development of fisheries, marine and seal resources for the long-term benefit of Nunavummiut as outlined in the 2016-2020 Fisheries Strategy.
Status: The department has filled some vacant positions, putting more people in positions to follow up on Fisheries Strategy goals. The department was successful at partnering with Fisheries and Oceans, industry and researchers to see some offshore fisheries research take place this year while respecting COVID-19 pandemic procedures and protocols. The department was successful at advocating and educating about Government of Canada COVID-19 support programs that would help Nunavummiut fishers impacted by the pandemic.

- Undertake consultations for a renewed Fisheries Strategy 2022-2026.
Status: This priority is deferred to 2021-2022.
- Support economic development training that enable Inuit to develop fisheries or gain employment in fisheries.
Status: The department has started conversations with Fisheries and Oceans to develop a formal partnership that would have the two governments providing support to developing fisheries in a coordinated and collaborative fashion, resulting in more support for fisheries.
- Continue supporting research and information collection within Nunavut that supports sustainable economic development.
Status: Fisheries and Sealing has collaborated and supported offshore research that took place while respecting COVID-19 pandemic regulations. Additionally, staff are working with researchers to make plans for 2020-2021 along with reviewing community interest and ability for community-based research/monitoring.
- 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.
Status: The department has been working to further define the division's role in relation to Marine Protected Areas. The department has also enhanced their presence in this area and built relationships with stakeholders on Marine Protected Area initiatives.
- Develop a business case to establish a fund for fisheries and sealing to support marine research for economic retention and development.
Status: This priority is deferred to 2021-2022.
- Undergo an economic assessment for Nunavut's seafood and sealing industries.
Status: This priority is deferred to 2021-2022.

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 begin consultations on and drafting of the 2022-2026 Fisheries and Sealing Strategy.
- Consult Nunavummiut about Nunavut's sealing economy.
- Undergo an economic assessment of Nunavut's seafood and sealing industries.
- Establish workplans based on the 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 integration of Fisheries and Sealing into the department, reviewing programs and funding offered to limit overlap and create synergy between this division and all other divisions in the department.
- 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)

- Host a Fisheries and Marine Economic Development Symposium in Iqaluit where stakeholders will look at accomplishments to date, and the future of the sectors.
- Support the sustainable development of fisheries for the long-term benefit of Nunavummiut.
- Finalize drafting and release the 2022-2027 Fisheries and Sealing Strategy (expanded to 5-year plan).
- Provide training and support for Nunavummiut to learn skills in fisheries development and in the sealing sector.
- 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.

Priorities (2023-24)

- Support the sustainable development of fisheries for the long-term benefit of Nunavummiut as it relates to the Fisheries and Sealing Strategy.
- 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 serves to connect Nunavummiut to one another and to the rest of Canada. The branch is responsible for critical elements of Nunavut's transportation system, encompassing air, land and marine transport modes. This includes operating community and

regional hub airports, administering traffic safety legislation and supporting programs, and supporting community-based and strategic territorial priorities for road and marine infrastructure development. The Transportation branch includes the Transportation Policy and Planning division, the Motor Vehicles division, the Nunavut Airports division and the Iqaluit International Airport division.

Transportation Policy and Planning

Transportation Policy and Planning is responsible for planning the development of roads, marine and air infrastructure for Nunavut. The division develops long and short-term plans and strategies for Nunavut's transportation system, advocates for Nunavut's unique needs in federal government transportation policy activities and works to secure and manage ongoing funding agreements with the federal government. The division also works with communities and transportation users to plan for transportation related infrastructure.

Objectives

- To help ensure the participation of Nunavummiut in the development of the economy by prompting the construction of infrastructure that provides 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)	2020-21	2021-22	2022-23	2023-24
Transportation Policy and Planning		1,309	1,148	1,148	1,148

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		1,800	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		3,109	2,948	2,948	2,948
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Priorities (2020-21)

- Manage the Kivalliq inter-community road study.
Status: Due to delays in finalizing the federal contribution agreement, this project did not begin in 2020. This priority will be deferred to 2021-22.
- Support the Rankin Inlet air terminal building expansion project planning and design phase.
Status: An architectural and engineering contract has been awarded for this project and design of the expanded building is currently underway.
- Monitor changes in federal infrastructure programs and determine applicable projects for infrastructure priorities.
Status: In November 2020, the department received approximately \$45 Million from Transport Canada for a number of projects under the Oceans Protection Plan. Projects include improvements to sealift sites in ten communities and fuel resupply systems in 17 communities. In December 2020, the department submitted a number of proposals for the second round of the Northern Call to the National Trade Corridors Fund.
- 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.
Status: Operations and maintenance plans for the Iqaluit and Pond Inlet marine infrastructure projects have been developed.

Priorities (2021-22)

- Manage the Kivalliq inter-community road study.
- 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.
- Plan and manage sealift improvement projects funded under the Oceans Protection Plan.
- Establish internal structuring to support and oversee marine facilities in Nunavut communities.

Priorities (2022-23)

- Based on the outcome of the Kivalliq inter-community road study, identify next steps.
- Monitor changes in federal infrastructure programs and determine applicable projects for infrastructure priorities.
- Launch marine oversight and support function, monitoring effectiveness of marine operations.

Priorities (2023-24)

- Monitor changes in federal infrastructure programs and determine applicable projects for infrastructure priorities.

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)	2020-21	2021-22	2022-23	2023-24
Motor Vehicles		3,379	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		3,379	3,379	3,379	3,379

Priorities (2020-21)

- Conduct a full review of the Division’s organizational structure and develop recommendations for improving service delivery at the community level.

Status: A review of the organizational structure was completed, and the department is considering the recommendations.

- Expand connectivity to the Motor Vehicles Information System to Government Liaison Offices connected to the Government of Nunavut’s Core Business Network.

Status: The Motor Vehicles Information System was successfully extended to 12 Government Liaison Offices following connection to the Government of Nunavut’s Core Business Network, bringing the total number of communities connected to 17. A small number of offices were not connected due to inadequate office space. The department will continue to work with Executive

and Intergovernmental Affairs and Community and Government Services to ensure these communities are connected as well.

- Expand Driving Examiner training and accreditation for community-based driver examiners in conjunction with municipal partners and others.
Status: Municipal Driver Examiners have been trained and appointed in Arviat, Baker Lake, Cambridge Bay, Kugluktuk, Sanikiluaq, and Kinngait. Depending on community interest, the department will expand the availability of Municipal Examiners to up to five more communities in 2021-22.
- Develop temporary alternative General Identification Document to facilitate emergency travel needs.
Status: An application process for a temporary (short-term) alternative General Identification Document to facilitate emergency travel has been developed and is now available to the public through the departmental webpage.
- Launch a public information campaign to inform the public of new regulations stemming from the Traffic Safety Act.
Status: Public Service Announcements regarding the regulations regarding operating a Motor Vehicle under the influence of Cannabis, and for Roadside Suspensions and Disqualification were developed and issued in early 2021.
- Evaluate the implications of introducing graduated drivers licensing.
Status: The department has reviewed its capacity for conducting Driver Examinations in all communities, and has determined that proceeding with graduated drivers licencing is not warranted at this time.

Priorities (2021-22)

- Expand Driving Examiner training and accreditation for community-based driver examiners in conjunction with municipal partners and others.
- Implement the recommendations of the organizational review 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.
- Develop internal Information Technology capacity to operate, manage and maintain Motor Vehicles Information System and Drivers Licence/General Identification Card systems.
- Revise the Driver's Licence Regulations to incorporate changes to National Safety Code Standards.

Priorities (2022-23)

- Implement automated reminders from the Motor Vehicles Information System to clients prior

to Driver Licence, General Identification, and Vehicle Registration expiry.

- Strengthen regional operations in support of improved community examination and services delivery.

Priorities (2023-24)

- Review Demerit Point assignment, including addition of automated letters to clients at eight points and 15 points.
- Review and update Motor Vehicles Division internet-based services.

Nunavut Airports

Nunavut Airports is responsible for the operation and maintenance of all 24 Nunavut 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)	2020-21	2021-22	2022-23	2023-24
Nunavut Airports		19,554	19,613	19,613	19,613
This program area ensures safe and efficient airport services and facilities are available in all Nunavut communities.					
Simata Pitsiulak Aviation Scholarships		30	30	30	30
This program provides scholarships to students from Nunavut, and Nunavut Inuit, who are pursuing full-time studies leading towards a northern aviation career.					
Total, Nunavut Airports		19,584	19,643	19,643	19,643

Priorities (2020-21)

- Complete the comprehensive review of commercial land and building space lease rates in effect at Nunavut airports.

Status: *This priority is deferred indefinitely due to COVID-19 pandemic related travel restrictions.*

- Complete the facilities standards and, implement the maintenance management program at all Nunavut Airport systems airports.

Status: *Inspections of all airport facilities have been completed with details updated in the divisional database, with scheduled preventative and demand maintenance monitored for completion.*

- Install accessibility ramp at the Arviat airport.

Status: *Complete. An accessibility ramp was installed at Arviat airport and a second accessibility ramp has also been installed at the Sanikiluaq airport.*

- Review delivery options for Safety Management Systems at all Nunavut Airports.

Status: *The comprehensive review of Safety Management Systems program framework has been finalized and the Safety Management Systems Manual updated. Work is ongoing to staff vacant safety management systems positions.*

- Develop two major rehabilitation priorities for submission to Transport Canada Airports Capital Assistance Program.

Status: *Complete. Two gravel runway rehabilitation projects have been prepared and submitted under Transport Canada's Airport Capital Assistant Program for Kugluktuk and Whale Cove. An additional airfield lighting rehabilitation project has also been prepared and submitted for Coral Harbour.*

- Undertake live testing of Emergency Response Plan at 8 Airports in Nunavut.

Status: *Emergency Response Plan tests have been completed for Grise Fiord, Kimmirut, Gjoa Haven, Kugaaruk and Coral Harbour. Other live emergency response testing are presently on hold due to COVID-19 pandemic related protocols.*

- Undertake table-top testing of the Emergency Response Plan at all remaining airports.

Status: *Tabletop Emergency Response Plan tests have been completed for Igloolik, Naujaat, Qikiqtarjuaq, Cambridge Bay, Kugluktuk and Baker Lake with additional community tests to follow in the coming months.*

Priorities (2021-22)

- Monitor and implement pandemic related directives for airports as issued by Nunavut's Chief Public Health Officer.
- Develop two major rehabilitation priorities for submissions to Transport Canada Airports Capital Assistance Program.
- Proactively support the construction of new air terminal buildings in Kugluktuk, Kimmirut, Whale Cove Chesterfield Inlet, Naujaat and Rankin Inlet.

- Conduct independent quality assurance audits at eight Nunavut airports, review findings and address deficiencies.
- Undertake Emergency Response Plan testing at all Nunavut airports in accordance with the regulations.
- Install new windsocks towers at Grise Fiord, Pond Inlet and Nauyasat.
- Complete asphalt runway crack repair project at Rankin Inlet runway.
- Undertake full runway rehabilitation and lighting replacement at Sanirajak.

Priorities (2022-2023)

- Monitor and implement pandemic related directives for airports as issued by Nunavut's Chief Public Health Officer.
- Develop two major rehabilitation priorities for submissions to Transport Canada Airports Capital Assistance Program.
- Support the construction of new air terminal buildings in Kugluktuk, Kimmirut, Whale Cove, Chesterfield Inlet, Nauyasat and Rankin Inlet.
- Conduct independent quality assurance audits at eight Nunavut airports, review findings and address deficiencies. Undertake Emergency Response Plan tests at all Nunavut airports in accordance with the regulations.

Priorities (2023-2024)

- Develop two major rehabilitation priorities for submission to Transport Canada Airports Capital Assistance Program.
- Support the construction of new air terminal buildings in Kugluktuk, Kimmirut, Whale Cove, Chesterfield Inlet, Nauyasat and Rankin Inlet.
- Conduct independent quality assurance audits at eight Nunavut airports; review results and address deficiencies.
- Undertake Emergency Response Plan tests at all Nunavut airports in accordance with the regulations.

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.

In 2013, the Government of Nunavut signed a Public-Private-Partnership (P3) Agreement with Arctic Infrastructure Partners (AIP) to have them design, build, finance, operate and maintain the airport for a 30-year period. Payment to AIP is in the form of three Annual Service Payments as follows: a) Operations and Maintenance (O&M); b) Capital Cost Repayment (paid from O&M); c) Life Cycle Replacement (paid through Capital appropriations).

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)	2020-21	2021-22	2022-23	2023-24
Iqaluit International Airport		24,710	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		24,710	24,710	27,710	24,710

Priorities (2020-21)

- Develop a business case for refurbishment of the (yellow) Iqaluit Air Terminal Building.
Status: A building evaluation was completed and recommendations have been submitted to the Department of Community and Government Services planning division. Office space in the old Air Terminal Building is in use by the COVID-19 response team.
- Monitor the Private Partners' compliance with all provisions of the operations plans for the Iqaluit airport, including Inuit employment and training provisions.
Status: The department has conducted monitoring and conclude the Private Partner is in compliance with all provisions.
- 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 tenants and the City of Iqaluit on land issues.

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.

Priorities (2023-2024)

- 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	2020-2021		2021-2022		2022-2023		2023-2024	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	5,485	40.0	5,492	40.0	5,492	40.0	5,492	40.0
Grants & Contributions	4,258		4,258		4,258		4,258	
Other O&M	930		930		930		930	
Subtotal	10,673		10,680		10,680		10,680	
Economic Development								
Compensation & Benefits	8,769	71.0	8,864	72.0	8,864	72.0	8,864	72.0
Grants & Contributions	17,679		17,679		17,679		17,679	
Other O&M	4,143		3,893		3,893		3,893	
Subtotal	30,591		30,436		30,436		30,436	
Transportation								
Compensation & Benefits	5,761	44.0	5,659	43.0	5,659	43.0	5,659	43.0
Grants & Contributions	1,830		1,830		1,830		1,830	
Other O&M	43,191		43,191		43,191		43,191	
Subtotal	50,782		50,680		50,680		50,680	
Total	92,046	155.0	91,796	155.0	91,796	155.0	91,796	155.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Economic Development and Transportation	As at June 30, 2020		For March 31, 2022	
		Capacity %		Capacity %
Total Department Positions	155		155	
Total Filled Positions	100	65%	125	81%
Total Vacancies	55	35%	30	19%
Total Inuit	60	60%	80	64%
Total Executive Positions	4		3	
Total Filled Executive Positions	3	75%	3	100%
Total Vacant Executive Positions	1	25%	0	0%
Total Inuit in Executive Positions	1	33%	2	67%
Total Senior-Management Positions	11		12	
Total Filled Senior-Management Positions	11	100%	12	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Inuit in Senior-Management Positions	4	36%	5	42%
Total Middle-Management Positions	32		32	
Total Filled Middle-Management Positions	19	59%	27	84%
Total Vacant Middle-Management Positions	13	41%	5	16%
Total Inuit in Middle-Management Positions	9	47%	12	44%
Total Professional Positions	43		43	
Total Filled Professional Positions	24	56%	33	77%
Total Vacant Professional Positions	19	44%	10	23%
Total Inuit in Professional Positions	12	50%	16	48%
Total Paraprofessional Positions	36		36	
Total Filled Paraprofessional Positions	24	67%	24	67%
Total Vacant Paraprofessional Positions	12	33%	12	33%
Total Inuit in Paraprofessional Positions	18	75%	20	83%
Total Administrative Positions	29		29	
Total Filled Administrative Positions	19	66%	26	90%
Total Vacant Administrative Positions	10	34%	3	10%
Total Inuit in Administrative Positions	16	84%	25	96%

Capacity

The Department of Economic Development and Transportation is highly decentralized, with 55% of all positions located outside Iqaluit. As of October 2020, capacity and Inuit employment were higher for the department's positions located outside the capital at 66% and 72 % 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 2020, the department employed 44 casual and relief employees, 25 of whom are Inuit, or 61%.

Inuit Employment Plan

March 31, 2020 Inuit Employment Target Positions -6

The Department of Economic Development and Transportation has filled 33% of the number of positions targeted to be filled by Inuit (totaling two, of six targeted). The four remaining positions targeted to be filled by Inuit, all being perused through a combination of proposed direct appointments and staffing actions. Competitions and direct appointments have been delayed due to COVID-19.

The Department continues to participate in Government of Nunavut wide programs such as:

Sivuliqtiksat Internship Program: The department had the successful completion of the Internship program in March 2020, the successful candidate is a Nunavut Inuit and is a Senior Manager in a decentralized position. The department anticipates having two other active internships in place by March 31, 2021.

Summer Students Employment Equity Program: The department employed a total of eleven summer students out of which eight were Nunavut Inuit in 2020 which is 72% of all SSEEP hires. Due to the deferral of school years related to the COVID-19 pandemic, the department was able to keep on five of our summer students 3 of which are Nunavut Inuit.

Hivuliqtikhanut Program: The department had one Inuit participate in the Hivuliqtikhanut Program throughout 2020-21 and continues to promote and encourage Inuit to enroll in the program each time it is offered.

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.
Status: Development of this priority is ongoing. It is anticipated the draft plan will be complete by fiscal year end.
- 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.

- Deliver school presentations on the positions and opportunities within the department and related sectors.

Status: Due to the health measures and restrictions around large gathering and events, this has been delayed, however the department anticipates piloting recruitment presentations geared towards graduating Inuit High school and Nunavut Artic College students of the 2021 graduating classes.

- 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.

Status: The Department had two Nunavut Inuit complete Professional Development education leaves through the Amaqtaarniq Program. One continues to be enrolled and it is anticipated one to two others will enrol in the program before year end.

- Maintain succession plans for all managers and above who are nearing retirement.

Status: Succession plans were developed for both employees who have been identified as nearing retirement. Internships have been initiated for Inuit to succeed our pending retirements.

Priorities (2021-22)

The department has identified six targeted positions and intends to fill them with Inuit by March 31, 2022. 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.

- 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 Qaujimagatuqangit 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 two to three 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.

Department of Economic Development and Transportation

- Maintain succession plans for all managers and above who are nearing retirement.
- Foster initiatives that improve the quality of work life by improving employee perception and encourage quality of work initiatives and flexibilities.
- 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)

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

Priorities (2023-24)

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

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INUIT EMPLOYMENT PLAN – Territorial Corporations

Introduction

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

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

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

The following table is a snapshot of the public service as of September 30, 2020 by occupational category:

September 30, 2020	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	7	2	5	71%	4	80%
Senior Management	29	5	24	81%	6	24%
Middle Management	80	16	64	80%	18	28%
Professional	255	66	189	74%	74	39%
Paraprofessional	121	28	93	77%	58	62%
Administrative Support	103	34	69	67%	64	93%
TOTALS	595	151	445	75%	224	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.

Inuit Employment Plan - Corporations

The following table is a snapshot of the public service as of September 30, 2020 by corporation:

September 30, 2020	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Nunavut Arctic College	252	87	165	66%	92	56%
Nunavut Business Credit Corporation	6	2	4	67%	1	25%
Nunavut Development Corporation	5	1	4	80%	3	75%
Nunavut Housing Corporation	124	28	96	77%	36	38%
Qulliq Energy Corporation	208.4	32.6	175.8	84%	92	52%
TOTALS	595	150	445	75%	224	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, 2022. The following identifies the targets by occupational category:

March 31, 2022	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	8	1	7	88%	5	71%
Senior Management	30	3	26	87%	7	27%
Middle Management	79	11	68	86%	22	32%
Professional	254	52	203	80%	80	40%
Paraprofessional	120	23	97	81%	65	66%
Administrative Support	101	17	84	83%	79	94%
TOTALS	592	106	484	82%	257	53%

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, 2022 by corporation:

March 31, 2022	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Nunavut Arctic College	248	58	191	77%	113	59%
Nunavut Business Credit Corporation	6	2	4	67%	1	25%
Nunavut Development Corporation	5	1	4	80%	3	75%
Nunavut Housing Corporation	124	21	103	83%	42	41%
Qulliq Energy Corporation	208.4	25.8	182.6	88%	98	54%
TOTALS	592	106	484	82%	257	53%

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

Inuit Employment Plan - Corporations

assignments can be done up to a maximum of three years. They can be done competitively (encouraged) or non-competitively.

Orientation

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

Specific Corporations Initiatives

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

***Nunavut Housing
Corporation***

***Business Plan
2021-2024***

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TABLE OF CONTENTS

- INTRODUCTION.....1**
 - Our Mission1
 - Our Vision1
- ENVIRONMENTAL SCAN2**
 - Housing market2
 - Housing construction & labour market2
 - Housing as a social determinant of health.....3
 - The National Housing Strategy3
 - The Blueprint for Action on Housing.....4
 - Local Housing Organizations5
- CORE BUSINESS.....5**
 - Advisory and Administrative Services.....5
 - Public Housing122
 - Homeownership.....17
 - Staff Housing.....21
- APPENDIX I. Financial Summary25**
- APPENDIX II. Inuit Employment Targets25**

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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, 2020, the government, through the Nunavut Housing Corporation, maintains 5,673 public housing units (of which 5,449 are Nunavut Housing Corporation-owned and 224 are leased). Furthermore, the Nunavut Housing Corporation maintains 1,640 staff housing units (of which 455 are owned and 1,185 are leased) and holds mortgages for 134 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 more than half of Nunavummiut. In all, 73.8% of those living in social housing and over the age of 19 earn less than \$27,041 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 is lacking for individuals with underlying social, mental or physical health issues, or who are homeless for more complex reasons than simply lack of shelter, or who are leaving a correctional facility.

Housing construction & labour market

The cost to transport materials, obtain developed land, and construct and operate dwellings, makes building on speculation unpalatable for most. Nunavut's climate and geography 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 for employment in construction-related trades 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 National Housing Strategy funding implementation that will emphasize new construction and major renovations in order to relieve core housing needs.

As a component of the National Housing Strategy, the federal government committed to introducing a Canada Housing Benefit. The Canada Housing Benefit, which represents \$9 million over 9 years for Nunavut, has been targeted by Canada Mortgage and Housing Corporation for rent affordability. The 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 Nunavut Housing Corporation continues to work with the Department of Family Services to co-develop a Canada Housing Benefit Program and Action Plan appropriate

for Nunavut, in consultation with the Canada Housing and Mortgage Corporation. Though the Nunavut Housing Corporation is appreciative of the funding received under the bilateral agreement, the amounts are insufficient. Current funding levels under the National Housing Strategy barely allow Nunavut to meet additional housing needs for the territory's growing population. This means that we are not actually addressing the housing shortage. In fact as units are age, 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 2021-2024, 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*. Together with partners, Nunavut Housing Corporation is supporting a renewal of the Blueprint for Action on Housing through reviewing and sharing the progress on implementing the Blueprint's actions. The Blueprint renewal is not an effort to recreate the plan. Rather, the Nunavut Housing Corporation is working with the Government of Nunavut departments and external partners to make the Blueprint for Action's implementation plan clearer and actionable. The Nunavut Housing Corporation is developing a new monitoring and evaluation framework for the Blueprint for Action on Housing. This framework is a planning tool that can better tell the story of the Government of Nunavut's progress on housing.

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 as of June 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 2021-2024.

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 2020-2021 fiscal year are provided, and the Nunavut Housing Corporation priorities for 2021 to 2024 are established.

Budget	(\$ 000)			
	2020-21	2021-22	2022-23	2023-24
Advisory and Administrative Services	18,331	18,753	20,253	20,253
Public Housing	135,848	136,740	137,798	137,798
Staff Housing	63,539	63,632	66,952	66.952
TOTAL	\$217,718	\$219,125	\$225,003	\$225,003

**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)	2020-21	2021-22	2022-23	2023-24
Corporate Governance	1,630	1,706	1,978	1,978
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	3,683	4,311	4,311
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	1,843	2,143	2,143
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	1,745	2,045	2,045
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	3,021	3,021	3,021
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	3,198	3,198	3,198
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 3,557 3,557 3,557

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 18,753 20,253 20,253

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.
Status: The Nunavut Housing Corporation worked diligently on implementation of Turaaqtavut priorities by collaborating with other departments through the renewal of the Blueprint, supported by the Nunavut Housing Corporation’s partners.

- 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 2020-2021, the Nunavut Housing Corporation awarded contracts for the construction of 106 new public housing units. The Nunavut Housing Corporation is in the development stage of constructing 16 public housing units in Iqaluit along the beach front, of which eight will be aging in place and barrier free units to support housing 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.
Status: The Nunavut Housing Corporation, along with the Government of Nunavut departments met with Nunavut Tunngavik Incorporated and regional Inuit organizations in January 2020 to discuss several housing topics. The topics included the Inuit Nunangat Housing Strategy, the Nunavut Housing Corporation and Nunavut Tunngavik Incorporated collaboration and support in lobbying the Federal government, and Inuit Homeownership.

- 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.
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 the capacity of the Nunavut Housing Corporation Board of Directors by offering governance training, education opportunities and ensuring all Director positions are filled.

***Status:** The Nunavut Housing Corporation lost its Chair of the Board of Directors in March 2020 shortly after his re-appointment. One of the current Directors was appointed Chair of the Board of Directors in April 2020. In September 2020, the Nunavut Housing Corporation advertised for the remaining Board of Directors position. All applicants were reviewed by the Nunavut Housing Corporation's Corporate Executive Committee, with recommendations put forward to the Minister responsible for the Nunavut Housing Corporation. The new Directors will be offered governance training once appointed.*

- 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.

***Status:** Nunavut Housing Corporation contracted Panaq Design to increase technical capacity and provide architectural and engineering support. Nunavut Housing Corporation and Panaq have been testing different mechanical design approaches to enhance future designs.*

- Continue to meet with the tenant education program advisory committee and incorporate the committee's recommendations to create Nunavut specific content for tenant education.

***Status:** Curriculum development is underway and includes the topics of tenant responsibilities, basic home maintenance, and financial literacy.*

- 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.

***Status:** Nunavut Housing Corporation continues to participate in meetings with officials from territorial corporations regarding implementation 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.

***Status:** Due to Covid-19 and departmental restrictions and capacity, the purpose-built housing working group meetings have been put on hold. The development of an options paper for a purpose-built transitional housing will resume once the working group has been reinitiated. The Nunavut Housing Corporation anticipates the working group to be reinitiated in fiscal year 2021-22.*

- Initiate a Nunavut Housing Needs and Demand study to support long-term planning, including

the need for purpose-built housing.

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.

- Continue collaboration with Community and Government Services to support efficient lot development and the support effective community planning 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 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. Further engagement will be necessary as a means to identify opportunities for potential collaboration.
- Continue to engage with the mining industry on housing solutions.
Status: The Nunavut Housing Corporation continues to participate in the 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. The Nunavut Housing Corporation also continues to work with Baffinland Iron Mines Corporation on the development of the 2020 Inuit Employment Survey. The survey is used to monitor demographic changes and explore the education and training needs of Nunavummiut employees working at Baffinland Iron Mines.
- Continue to carry out monitoring of the implementation of the Blueprint for Action on Housing following the renewed accountability framework.
Status: The 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 tabled during the Fall 2020 session. The Nunavut Housing Corporation continues to work on improving the monitoring and evaluation framework for the Blueprint for Action on Housing.

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 monitoring and evaluation of the Blueprint for Action on Housing by developing a shorter update on the Status of Housing.

Priorities (2022-2023)

- 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 monitoring and evaluation of the implementation of the Blueprint for Action on Housing and develop the bi-annual Status of Housing Report.

Priorities (2023-2024)

- 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 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 monitoring and evaluation of the Blueprint for Action on Housing by developing a shorter update on the Status of Housing.

Public Housing

The Nunavut Housing Corporation delivers a community-focused Public Housing Program by providing financial resources and professional support to its local delivery agents, the 25 Local Housing Organizations (Local Housing Organizations). Local Housing Organizations are responsible for the property management of 5,673 units in the public housing portfolio (as of March 31, 2020), 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)	2020-21	2021-22	2022-23	2023-24
Leased Units – Rent Supplement	7,736	7,220	7,220	7,220

There were 224 leased public housing units throughout the territory, as of March 31, 2020. 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	50,880	51,225	51,225	51,225
The Administration and Maintenance component includes such items as salaries and benefits, equipment, and supplies.				
Utilities	106,716	109,472	110,046	110,046
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	3,550	3,514	3,514	3,514
Covers the cost of taxes and land lease expenses.				
Debt Payment	11,751	10,919	10,808	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 of March 31, 2018.				
Rental Revenue	(17,040)	(19,710)	(19,710)	(19,710)
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	(27,745)	(25,900)	(25,305)	(25,305)
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	135,848	136,740	137,798	137,798

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.

***Status:** The Nunavut Housing Corporation is working on several fronts to lobby the federal government and to raise awareness of the realities of housing in Nunavut, and the financial requirements for addressing Nunavut's housing crisis.*

In June 2020, Nunavut participated in a tri-territorial meeting of Ministers Responsible for Housing, the Minister Responsible for Canada Mortgage and Housing, and the Minister of Northern Affairs to discuss the National Co-Investment Fund. The announcement in May 2020 increased federal support for shelters, as well as distinctions-based Indigenous housing strategies.

- Monitor the implementation of the new management agreements with the Local Housing Organizations.

***Status:** As there has been a delay in the signing of all Local Housing Organization management agreements, the implementation phase will begin in fiscal year 2021-22. Evaluation of the implementation of the Local Housing Organization management*

agreements is expected in 2021-22.

- 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.

***Status:** The Nunavut Housing Corporation continues 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, 2020, the territory-wide collection rate was 80%.*

- 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.

***Status:** Nunavut Housing Corporation has provided Level 1, 2 and 3 Mould Remediation training to the Local Housing Organizations in all 25 communities, with the aim of improving participants' understanding of mould, its root causes, identification, and remediation practices.*

- 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.

***Status:** Nunavut Housing Corporation hired consultants to provide project management support for the implementation of the four-year accelerated modernization and improvement program. Inspections were completed in nine communities and 58 units have had 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

- Monitor the need for public housing construction and update list of housing needs by community to identify demand.

***Status:** The Nunavut Housing Corporation continues to determine a community's need for public housing using a needs-based allocation methodology. The communities with the greatest number of applicants on the waitlist as a percentage of public housing units are prioritized for new construction. As part of the methodology, the Nunavut Housing Corporation also factors in deferred builds from previous years, fire damage replacements and the identification of possible redevelopment opportunities of older units. Allocation of units may also be adjusted based on progress of build for the previous years*

- 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 undertook a review of its building systems. Nunavut Housing Corporation is reviewing and incorporating design changes to new builds as well as developing practical remedial plans to better address major renovations. Nunavut Housing Corporation staff continue to work with contracted architects to improve the design of Nunavut Housing Corporation builds.*

- Develop and roll-out a new tenant education program.
Status: Nunavut Housing Corporation is working in partnership with Nunavut Tunngavik Incorporated, Qikiqtani Inuit Association, Ilitaqsiniq – the Nunavut Literacy Council, and RentSmart Society to support Nunavummiut to have successful tenancies and encourage public housing tenants to care for their units to reduce the cost of public housing maintenance and operations. Curriculum development is underway and includes the topics of tenant responsibilities, basic home maintenance and financial literacy.
- 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.
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.

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.

Priorities (2023-24)

- 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 complete larger projects for both renovations and new builds. As such, programs such as the Home Renovation Program have funding allocated to projects that are not completed for long periods of time. The Nunavut Housing Corporation has tried to address this issue by making funding available to cover contractor travel from larger communities. Further development of the local workforce was identified as a priority within the 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)	2020-21	2021-22	2022-23	2023-24
<i>Homeownership Programs</i>	4,000	4,000	4,000	4,000
Provides funding for Nunavut Housing Corporation’s eight home purchase and home renovation programs. These consist of the Nunavut Down-payment Assistance Program, Home Renovation Program, Emergency Repair Program, Senior Citizens Home Repair Program, Tenant to Owner Program, Interim Financing Program, the Condo program and the Seniors and Persons with Disabilities Home Options program.				
<i>Heating Oil Tank Replacement Program</i>	500	500	500	500
This program provides a grant of up to \$7,500 to replace a homeowner’s heating oil tank.				
<i>Seniors and Persons with Disabilities Preventative Maintenance Program</i>	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 (2020-2021)

- 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 and the Nunavut Arctic College are working jointly to provide educational opportunities for apprentices in the construction trades. The Nunavut Housing Corporation has made two additional units available to the Nunavut Arctic College due to the success of the previous year's pilot project. Trades students from Kivalliq Campus are expected to gain valuable hands-on experience and the work is expected to be completed by fiscal year 2021-2022.
- Continue to monitor the success and impact of the homeownership programs, and evaluate

impact of program changes, or newly developed programs.

Status: *Uptake of homeownership programs by Nunavummiut is increasing. The increase reflects improvements done by the Nunavut Housing Corporation with the speed through which applications are approved. The Nunavut Housing Corporation has accomplished this by redefining responsibilities to make the best use of its resources within the district and headquarters office.*

- Explore options to expand or create new homeownership programs, based on the homeownership program review from 2019-2020.

Status: *The Nunavut Housing Corporation completed the homeownership program review. Potential changes to Homeownership programs are being explored, as well as various options to expand or create new homeownership programs.*

- Continue to work with mining companies to encourage development of homeownership support programs for employees.

Status: *Nunavut Housing Corporation continues to be represented on the Government of Nunavut – Agnico Eagle Mines Memorandum of Understanding Oversight Committee. As well, in February, an NHC representative delivered a presentation at the Meliadine Mine employees outlining the various homeownership programs NHC offers. The reception from the presentation was positive.*

- Finalize production and distribute a plain language “Toolkit for Renters.”

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 2021-2022.*

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.
- Based on the homeownership program review from 2019-2020, implement potential changes, enhancements or create new homeownership programs.
- 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 (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 work with mining companies to encourage development of homeownership support programs for employees.

Priorities (2023-2024)

- Continue to implement related activities for the Blueprint for Action on Housing, including actions that support the development of the local workforce.
- 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. In all, 72% 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)	2020-21	2021-22	2022-23	2023-24
Operations	10,767	10,860	11,903	11,903
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	52,772	52,772	55,049	55,049
The staff housing portfolio provides 1,640 rental units (455 owned and 1,185 leased), as of March 31, 2020.				
Total, Staff Housing	63,539	63,632	66,952	66,952

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

***Status:** The Department of Human Resources has assumed ownership and administration of the Staff Housing Policy and the management of staff housing eligibility, allocations and appeals. NHC continues to be responsible for providing, developing, maintaining, and managing housing units for the GN. NHC will also work collaboratively with Finance and Human Resources on any housing related employee benefits.*

- 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 10 units. Four units*

initially planned for Sanikiluaq have been delayed to 2021-22, bringing the number of units planned for that year to a total of 13 so far.

- 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.

***Status:** Nunavut Housing Corporation in collaboration with the Department of Human Resources is monitoring staff housing vacancy rates. Where possible, NHC will lease units to assist Human Resources as it fills positions with staff housing.*

Priorities (2021-22)

- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements, and evaluate leasing opportunities.
- Identify communities in greatest need for construction of staff housing where leasing is extremely limited.
- Work with Department of Human Resources to provide leasing opportunities that allow increase in government staff capacity and allow positions to be advertised with staff housing.
- Continue to collaborate with the Department of Human Resources when monitoring staff housing vacancy rates of staff housing units and determine community options for housing development 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.
- Identify communities in greatest need for construction of staff housing where leasing is extremely limited.
- Continue to work with Department of Human Resources to provide leasing opportunities that allow increase in government staff capacity and allow positions to be advertised with staff housing.
- Continue to collaborate with the Department of Human Resources when monitoring staff housing vacancy rates and determine community options for housing development on a case-by-case basis.

Priorities (2023-24)

- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements, and evaluate leasing opportunities.

- Identify communities in greatest need for construction of staff housing where leasing is extremely limited.
- Continue to work with Department of Human Resources to provide leasing opportunities that allow increase in government staff capacity and allow positions to be advertised with staff housing.
- Continue to collaborate with the Department of Human Resources when monitoring staff housing vacancy rates and determine community options for housing development on a case-by-case basis.

APPENDIX I. Financial Summary

Three Year Expenditure Forecast

Appendix III

NUNAVUT HOUSING CORPORATION

Branch	2020-2021 Main Estimates		2021-22 Main Estimates		2022-23 Planned		2023-24 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
HEADQUARTERS								
Compensation and Benefits	6,938	55.0	6,938	55.0	6,938	55.0	6,938	55.0
Grants and Contributions	-		-		-		-	
Other O&M	1,616		2,039		3,539		3,539	
Subtotal	8,554		8,977		10,477		10,477	
DEBT REPAYMENT								
Compensation and Benefits	-	-	-	-	-	-	-	-
Grants and Contributions	-		-		-		-	
Other O&M	11,751		10,919		10,808		10,808	
Subtotal	11,751		10,919		10,808		10,808	
DISTRICT OFFICES								
Compensation and Benefits	7,542	51.0	7,541	51.0	7,541	51.0	7,541	51.0
Grants and Contributions	-		-		-		-	
Other O&M	2,235		2,235		2,235		2,235	
Subtotal	9,777		9,776		9,776		9,776	
AFFORDABLE HOUSING (PUBLIC HOUSING)								
Compensation and Benefits	-	-	-	-	-	-	-	-
Grants and Contributions	151,842		151,721		152,295		152,295	
Other O&M	-		-		-		-	
Subtotal	151,842		151,721		152,295		152,295	
AFFORDABLE HOUSING (STAFF HOUSING)								
Compensation and Benefits	2,327	17.0	2,327	17.0	2,327	17.0	2,327	17.0
Grants and Contributions	-		-		-		-	
Other O&M	61,212		61,305		64,625		64,720	
Subtotal	63,539		63,632		66,952		67,047	
TOTAL FUNDED	245,463	123.0	245,025	123.0	250,308	123.0	250,403	123.0
Less:								
CMHC Contribution and Other Revenue	(27,745)	(7)	(25,900)	(7)	(25,305)	(7)	(25,305)	(7)
TOTAL GN FUNDED	217,718	116	219,125	116	225,003	116	225,098	116

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 Sept. 30,		For March 31, 2022	
		Capacity %		Capacity %
Total Department Positions	123		123	
Total Filled Positions	95	77%	102	83%
Total Vacancies	28	23%	21	17%
Total Inuit	36	38%	42	41%
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	1	50%	1	50%
Total Senior-Management Positions	9		9	
Total Filled Senior-Management Positions	8	89%	9	100%
Total Vacant Senior-Management Positions	1	11%	0	0%
Total Inuit in Senior-Management Positions	2	25%	2	22%
Total Middle-Management Positions	25		25	
Total Filled Middle-Management Positions	23	92%	24	96%
Total Vacant Middle-Management Positions	2	8%	1	4%
Total Inuit in Middle-Management Positions	4	17%	5	21%
Total Professional Positions	21		21	
Total Filled Professional Positions	11	52%	13	62%
Total Vacant Professional Positions	10	48%	8	38%
Total Inuit in Professional Positions	0	0%	2	15%
Total Paraprofessional Positions	46		46	
Total Filled Paraprofessional Positions	39	85%	38	83%
Total Vacant Paraprofessional Positions	7	15%	8	17%
Total Inuit in Paraprofessional Positions	18	46%	18	47%
Total Administrative Positions	20		20	
Total Filled Administrative Positions	12	60%	16	80%
Total Vacant Administrative Positions	8	40%	4	20%
Total Inuit in Administrative Positions	11	92%	14	88%

Capacity

Since its incorporation, the Nunavut Housing Corporation 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 Nunavut Housing Corporation to fully meet its mandate and deliver housing programming efficiently and effectively across the territory. The Nunavut Housing Corporation is actively working to reduce its significant vacancy rates. At the end of September 2020, the NHC had 19 positions that were in the process of competition, ranging from job descriptions being updated for submission, were already submitted for competition either at Job Evaluation or Staffing (Iqaluit or regional) and were at various stages of the competition process. This included 6 in Iqaluit, 4 in Arviat, 2 in Cambridge Bay and 5 in Kinngait and 2 for Rankin Inlet. Nunavut Housing Corporation continues to follow-up on positions and submit for competition as positions become vacant. We also temporarily fill some positions with Inuit employees via acting assignments and Internal Transfer Agreements allowing others to backfill or for casual employees to gain experience in those positions.

The Nunavut Housing Corporation continues to conduct 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 2020-21 and into 2021-22, the Nunavut Housing Corporation continues to work closely with the Department of Human Resources to implement its Corporate Inuit Employment Plan. The Corporation's Inuit Employment Plan lays out a series of goals and actions to strategically increase the Nunavut Housing Corporation's Inuit employment over the next 5 years.

As of September 30, 2020, the total number of approved positions at Nunavut Housing Corporation was 124, including the 9 CMHC funded positions.

The NHC has filled 96 of the 124 positions, with a vacancy rate of 23%. The total number of Inuit hired by the NHC is 36 for an Inuit Employment Plan rate of 38%.

For the year 2020-21, the NHC is targeting to fill 81% of approved positions (100 of the 124 positions). Of those positions, 40% (40 positions) will be filled by Inuit.

Local Housing Organizations (LHO)

Local Housing Organization (LHO) employee statistics do not appear in the Nunavut Housing Corporation's Inuit employment plan. However, LHOs account for a significant portion of Nunavut Housing Corporation's operating budget and are consolidated in the Corporation's financial reporting. As such, LHOs are a substantial element of the Nunavut Housing Corporation's operations and contribute significantly to the Corporation's ability to meet its mandate.

As of August 2020, there were 377 LHO positions funded by the Nunavut Housing Corporation 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 Nunavut Housing Corporation's Inuit Employment Plan percentages. To provide a comprehensive analysis as of September 2020 of the Nunavut Housing Corporation's operations, when combined with LHO staffing levels, there are 501 positions total, of which 440 were filled, and 321 are Inuit, for a consolidated Nunavut Housing Corporation-LHO Inuit Employment Plan rate of 74%.

Priorities – Priorities in 2020-21 and beyond reflect the goals and actions set out in the Nunavut Housing Corporation's Inuit Employment Plan

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.
Status: Nunavut Housing Corporation continues to review every job description to ensure knowledge, skills and abilities requirements are not artificially inflated or excessive for the duties of the position.
- Increase capacity within the Nunavut Housing Corporation's Human Resources division to allow increased focus on training and development of Inuit employees, including, but not limited to, career advancement plans, mentorships and Nunavut Housing Corporation-developed leadership and management programming.
Status: Nunavut Housing Corporation continues to support cross-training, internships, and mentoring, and heavily promotes its online training platform to this end. Supervisory-level training and development is ongoing.
- Meeting the housing needs of Inuit government employees; increased recruitment and retention of Nunavut Inuit within the Nunavut Housing Corporation and the government as a whole.
Status: The Nunavut Housing Corporation worked with the Department of Human Resources to ensure they are able to manage staff housing allocations. The Nunavut Housing Corporation continues to serve in an advisory capacity. Collaboration with Department of Finance and Department of Human Resources to increase housing options for Inuit employees is ongoing.
- Prepare professional category level Inuit employees for middle and senior management positions, through internships, secondments, educational leave and encouraging and supporting Inuit employees to participate in career broadening, policy development and leadership training opportunities offered by the Department of Human Resources.
Status: Career broadening and leadership training has been made available through Nunavut Housing Corporation's online learning platform and is heavily promoted to this end. Nunavut Housing Corporation continues to encourage Inuit employees to participate in leadership developmental opportunities as they are offered.

- Continue to Implement the Blueprint for Action on Housing and its Actions related to workforce development; increase the Inuit labour force from which to hire Inuit Employees within the Nunavut Housing Corporation including, but not limited to, through restricted competitions for administrative staff, engagement with Nunavut Arctic College trades program and practicum program, the government's Summer Student Employment Equity Program, and participate in career fairs.

Status: Beneficiaries remain prioritized for all casual and summer student employment positions, and summer students have returned in their next assignment as casuals. Restricted positions are in place.

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.

Priorities (2023-2024)

- 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 the image of the Nunavut Housing Corporation through events like school visits, and job fairs, and other public outreach opportunities.
- 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 2021-2024

[Return to ToC](#)

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TABLE OF CONTENTS

- INTRODUCTION.....1**
- Mission..... 1
- Vision..... 2
- Our Values 2
- Principles 2
- STRATEGIC LINK TO *Turaaqtavut: Our Goals*3**
- INUIT EMPLOYMENT PLAN.....5**
- Administration Services..... 8
- Inuit Language and Culture 10
- Community and Distance Learning 12
- Business Careers and Workforce Development 14
- Education Careers 16
- Health and Wellness Careers 16
- Trades and Technology Careers 19
- Nunavut Research Institute 21
- Student Services..... 22
- Law Program..... 24
- APPENDIX I: PROGRAM DELIVERY SUMMARY266**
- APPENDIX II: FINANCIAL SUMMARY268**

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INTRODUCTION

Nunavut Arctic College (NAC) is a public agency, established through the *Nunavut Arctic College Act*. Nunavut Arctic College was originally created on January 1, 1995. As a public agency, Nunavut Arctic College is listed under Schedule B of the *Financial Administration Act*, and thus is considered a territorial corporation. Territorial corporations are considered to be at “arms-length” from the Government of Nunavut. Part IX of the *Financial Administration Act* provides the governing framework for territorial corporations.

The College reports to the Nunavut Legislative Assembly, the Executive Council of the Government of Nunavut and Nunavummiut through its President, Board of Governors, and the Minister responsible for Nunavut Arctic College. This approach is taken in order to maximize the effectiveness and responsiveness of the College for the present and future benefits of Nunavummiut.

The purpose of Nunavut Arctic College is to deliver adult and post-secondary education, including the delivery of university level programs. The College currently delivers three university degree level programs. Our University partners confer the degrees to students who have successfully completed those programs. Nunavut Arctic College also provides adult basic education and a variety of vocational programs, but also specific targeted training, such as leadership development, trade and pre-trades programming, Interpreter/Translator programming, and office administration. Additionally, the College also promotes the expansion and retention of knowledge through its applied research work at the Nunavut Research Institute and promotes local publishing and resource development through NAC Media. NAC is also proud of the learning it facilitates through Piqqusilirivvik and its satellite campuses in Baker Lake and Igloolik. The learning at these sites empower Inuit students in its diverse lessons that engage the land, animals, and weather.

The College can confirm it is operationalizing its 10-year partnership with Memorial University of Newfoundland. While significant work is focusing on ensuring an effective governance structure for this partnership, a number of program specific initiatives are underway. NAC believes this partnership will accomplish what it was set out to do: support the College’s development in areas such as program delivery, student support services, faculty and staff development and research collaboration.

COVID-19 has drastically changed the delivery of adult and post-secondary education in Nunavut and beyond. The 2020-2021 fiscal and academic year began with a focus on supporting new operational practices and the development of an opening plan. This work required dedicated focus and attention but also cleared the way to the delivery of a new academic year that was successful and adaptive.

Mission

The mission of Nunavut Arctic College is to strengthen the people and communities of Nunavut by providing life-long learning opportunities for adult Nunavummiut by delivering quality career programs developed with input from our partners throughout the Arctic and Canada, and by making the benefits of Inuit traditional knowledge and southern science more accessible.

Vision

Nunavut Arctic College will be recognized as the post-secondary institution of choice for the people of Nunavut by offering a wide range of pathways to culturally relevant programs of the highest national standard. The College will promote opportunities, innovation and leadership while enhancing knowledge of Inuit language and culture to permit all students to proudly take their place in Nunavut and beyond.

Our Values

Nunavut Arctic College is a creative community of educators and students. We are proud of our essential role in providing education that bridges the Nunavut of yesterday, today, and tomorrow.

We value our students and show our commitment to their success by:

- Engaging and challenging our students in student-centered programs;
- Supporting students through personal interaction, small scale learning environments, and sensitivity to the needs of students; and
- Integrating Inuit culture and knowledge into our programs.

We value a positive and productive learning and working environment by:

- Offering innovative programs to meet the requirements of a wide range of students;
- Providing services that acknowledge students as multi-faceted individuals and promote student success in all areas of life: as workers, community members, volunteers, family members, and parents; and
- Establishing and achieving College objectives through the application of research and transparent practices, and through the services of Nunavut Research Institute establishing the highest research standards.

We value strong connections to the communities we serve by:

- Utilizing community-based delivery models for programs;
- Valuing exchange and interaction with communities and acknowledging the community's role in establishing educational priorities for the College; and
- Collaborating with other institutions and organizations in order to provide a broad range of programs and services for Nunavummiut.

We value our partnerships by:

- Collaborating with other institutions and organizations in order to provide a broad range of programs and services for the people of Nunavut.

Principles

Nunavut Arctic College's principles serve as guideposts to create a student-centered institution that reflects Inuit values, beliefs, and knowledge. The College is an inclusive institution that:

- Respects and honors Inuktut and culture.
- Involves Elders as an integral part of College life.
- Promotes an understanding of Inuit culture and language.

- Values students' connections to family and community.
- Prepares students for meaningful careers and healthy lives.
- Places the well-being of students first and provides a strong caring network of support.
- Promotes learning as a positive life-changing experience, involving the whole person body-mind-spirit.
- Encourages the personal, professional, and academic development of students and staff.
- Engages students as active participants in all aspects of learning and evaluation.
- Ensures graduates meet national standards.

STRATEGIC LINK TO *Turaaqtavut*

The Nunavut Arctic College remains committed to working with the Government of Nunavut to achieve the objectives and priorities outlined in *Turaaqtavut*. 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 students 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 identified five 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*:

- **Specialization**
Nunavut Arctic College will be an international leader in Inuit knowledge and culture.
- **Accessibility**
Nunavut Arctic College will be the post-secondary institution of choice for Nunavummiut.

- **Accountability**

Nunavut Arctic College will be respected and trusted for the quality of its governance, administration and operations.

- **Responsiveness**

Nunavut Arctic College will enhance the supports for postsecondary students and programs to develop the knowledge and skills needed in Nunavut.

- **Stability**

NAC will become a self-sustaining Polytechnic University through creation of foundations, active fund raising from third parties, and partnership with local employers.

The College is working to conclude a number of foundational documents internally and with its government partners. These documents include its 10-year strategic plan, an Information Technology strategic plan, an assessment of Community Learning Centers across the territory and a Government of Nunavut Mine Training Strategy. When completed, these documents will provide important structure and guidance for the College as it prepares for the next planning cycle, and importantly, prepare for the next government mandate. Turaaqtavut has provided the College with guidance in its work to ensure it is well positioned for continued growth.

INUIT EMPLOYMENT PLAN

Nunavut Arctic College shares the objective of Article 23 of the *Nunavut Agreement* "to increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level." Nunavut Arctic College contributes in two ways. First, it strives to increase the employment of Inuit in the College. Second, it strives to increase the number of Inuit graduates from its programs thereby enabling more Inuit to be eligible for employment in Nunavut.

Departmental Inuit Employment Targets				
Nunavut Arctic College	As at Sept. 30, 2020		For March 31, 2022	
		Capacity %		Capacity %
Total Department Positions	251.77		248.3	
Total Filled Positions	165.07	66%	190.8	77%
Total Vacancies	86.7	34%	57.5	23%
Total Inuit	92.07	56%	113.3	59%
Total Executive Positions	2		2	
Total Filled Executive Positions	1	50%	2	100%
Total Vacant Executive Positions	1	50%	0	0%
Total Inuit in Executive Positions	1	100%	2	100%
Total Senior-Management Positions	8		8	
Total Filled Senior-Management Positions	6	75%	7	88%
Total Vacant Senior-Management Positions	2	25%	1	13%
Total Inuit in Senior-Management Positions	2	33%	3	43%
Total Middle-Management Positions	26		26	
Total Filled Middle-Management Positions	20	77%	22	85%
Total Vacant Middle-Management Positions	6	23%	4	15%
Total Inuit in Middle-Management Positions	10	50%	12	55%
Total Professional Positions	132.6		130.1	
Total Filled Professional Positions	87	66%	95.5	73%
Total Vacant Professional Positions	45.6	34%	34.6	27%
Total Inuit in Professional Positions	38	44%	40	42%
Total Paraprofessional Positions	27.5		27.5	
Total Filled Paraprofessional Positions	16	58%	20	73%
Total Vacant Paraprofessional Positions	11.5	42%	7.5	27%
Total Inuit in Paraprofessional Positions	10	63%	14	70%
Total Administrative Positions	55.67		54.7	
Total Filled Administrative Positions	35.07	63%	44.3	81%
Total Vacant Administrative Positions	20.6	37%	10.4	19%
Total Inuit in Administrative Positions	31.07	89%	42.3	95%

Capacity

The Nunavut Arctic College continues to act from its commitment to Inuit Employment. While the College remains committed to improving its Inuit Employment numbers across all employment

categories, NAC intends to focus on filling positions at the administrative, paraprofessional, and professional levels. In focusing on these levels, the College has the opportunity to balance between filling a number of positions located in the community, which support Community Learning Centers, but also programs offered in NAC's Campuses. Speaking specifically to positions outside the regional centers, many of these positions are currently filled with casual employees, many are Inuit, and the College is committed to formalize their employment status.

The College is also committed to working with its employees to determine their career and training goals. NAC will work to ensure its employees are aware of the number of training opportunities offered through the Department of Human Resources so that employees have an opportunity to ladder into the next level of employment.

The College's partnership with Memorial University continues to gain traction operationally. The College continues to explore options to support all levels of degree training for its employees through this partnership. Both institutions remain committed to delivering this education in a manner that reflects northern realities and histories, ensuring an education that grounds its staff in the experiences that shape the College and its students.

Inuit Employment

In the coming fiscal year, the Nunavut Arctic College will strive to make a net increase of 25 Inuit employees. This is a significant target that will be met by gains across the employment categories, specifically in administrative, paraprofessional, and professional levels. This work will occur in combination with the College's goal of increasing its capacity and decreasing the College's overall vacancy rate.

Priorities (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.

***Status:** This work has been initiated and is ongoing. NAC continues to work with its University partner, Memorial University, to explore options to develop professional development opportunities for its Inuit and all employees.*

- The College will expand the use of restricted competitions.

***Status:** Achieved. The College has expanded its use of restricted competitions. NAC will continue to adhere to and educate staff on Priority Hiring and the use of recruitment methods that are available for hiring Inuit. All positions under pay range 12 are restricted competitions. Positions over pay range 12 will be identified for restricted competition when appropriate.*

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.
- Begin developing implementation plans for the College's strategic plans, including its 10-year strategic plan and its Information Technology (IT) Strategic plan

Priorities (2023-2024)

- Initiate actions as outlined in NAC's strategic plans, including its 10-year strategic plan and Information Technology plan.
- Explore options for northern based training, education and research opportunities to be supported in Nunavut.

CORE BUSINESS

The core business of Nunavut Arctic College is teaching and development for employment through the delivery of education and training programs to adult Nunavummiut. Our goal is building self-reliant communities and families through strengthening knowledge and skills for successful employment.

Nunavut Arctic College's programs and services are accessible from 25 Community Learning Centers across Nunavut. Other facilities include the Academic Affairs Office in Arviat, the Nunavut Research Institute in Iqaluit, the Igloodik Oral History Research Centre in Igloodik, Piqqusilirivvik Centres in Clyde River and its satellite campuses in Baker Lake and Igloodik, Sanatuliqsarvik Nunavut Trades Training Centre in Rankin Inlet, and the regional campuses in Cambridge Bay, Iqaluit, and Rankin Inlet.

Nunavut Arctic College is continually seeking 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 2021-2022 of \$56,605,000.

	Budget (\$000)			
	2020-21	2021-22	2022-23	2023-2024
Administration Services	8,297	8,385	8,385	8,385
Inuit Language & Culture	7,709	7,689	7,689	7,689
Communities & Distance Learning	14,150	14,625	14,625	14,625
Business Careers & Workforce Development	1,848	1,470	1,470	1,470
Education Careers	7,019	7,084	7,084	7,084
Health & Wellness Careers	3,997	4,714	4,822	4,344
Trades & Technology Careers	5,391	4,938	4,938	4,938
Nunavut Research Institute	1,045	1,168	1,168	1,168
Student Services	6,244	6,366	6,366	6,366
Law Program	1,897	167	-	-
Total	57,597	56,605	56,546	56,068

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)	2020-21	2021-22	2022-23	2023-24
President's Office		870	775	775	775
The President's Office supports the Board of Governors and is responsible for the overall direction and management of the College. It includes the Vice President position. The Vice President has oversight responsibility of Academic and Student Services and leads the development and management of partnership opportunities within and outside the Government of Nunavut.					
Policy and Strategic Planning		1,119	1,237	1,237	1,237
The Policy and Strategic Planning Division oversees the policy development, strategic planning and public affairs at Nunavut Arctic College. This includes providing support to the President's Office regarding changes to administration, legislation, policies, and plans for the College. The division of Policy and Strategic Planning is also responsible for marketing and recruitment activities.					
Business Services Office		5,260	5,294	5,294	5,294
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	341	341	341
The Nunatta Administration oversees all operations within the Nunatta Campus and facilities in the Qikiqtaaluk region.					
Kivalliq Administration		361	371	371	371
The Kivalliq Administration oversees all operations within the Kivalliq Campus and facilities in the Kivalliq region.					
Kitikmeot Administration		367	367	367	367
The Kitikmeot Administration oversees all operations within the Kitikmeot Campus and facilities in the Kitikmeot region.					
Sub-Total, Base Programs		8,297	8,385	8,385	8,385
Total, Administration Services		8,297	8,385	8,385	8,385

Priorities (2020-2021)

- Initiate legislative process to update the Nunavut Arctic College Act.
Status: This work is ongoing. NAC is committed to working with its Senior Management and the Board of Governors to explore options for this work.
- Initiate development of a Continuing Studies Division with an emphasis on Inuktitut, Culture, and Entrepreneurship.
Status: This work is ongoing. NAC anticipates that its 10-year strategic plan will include recommendations and/or highlight opportunities to develop this division.

Priorities (2021-2022)

- Conduct review of College business processes.
- Explore options for addressing capital and IT needs.
- Develop Implementation plan for NAC's 10-year strategic plan.

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.

Priorities (2023-2024)

- Initiate actions/deliverables as outlined in the 10-year Strategic Plan, IT Plan and develop a plan for CLC upgrades and replacement with its University partner and other stakeholders.

Inuit Language and Culture

The Inuit Language and Culture division has both specific program delivery responsibilities and general program quality responsibilities. It is responsible for supporting and ensuring appropriate Inuktitut and culture content in all College programs.

Objectives

- To lead the building of a culturally responsive college.
- To support the establishment of bilingual learning environments.
- To support the inclusion of appropriate Inuit content in all programs.
- Collect Inuit oral histories.

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
Language Programs		768	752	752	752
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		292	292	292	292
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 **3,657** 3,657 3,657
 The Centre is dedicated to teaching traditional culture, knowledge, life style, skill sets and values, taught in Inuktut and based on the Inuit Qaujimajatuqangit guiding principles.

Sub-Total, Base Programs	5,604	5,584	5,584	5,584
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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	7,689	7,689	7,689
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Priorities (2020-2021)

- Explore options for an expanded offering of the Fur Production program.
Status: NACs Inuit Culture and Language division continues to work with community and distance learning to streamline the administration for expanding the offering of this program into communities. This program is being offered in Cambridge Bay and Kugluktuk, with plans to deliver this program in a north Baffin community in the winter term.
- Find and develop mechanisms for transfer agreements to credit-based programs for Students completing the Piqqusilirivvik programs.
Status: This work is ongoing. A discussion of a possible transfer agreement has occurred.
- Develop Inuktut Programs for online platform.
Status: This work is ongoing. The COVID-19 pandemic has highlighted the necessity of making more programs available in multiple formats, including online. Given that multiple programs are also exploring this, this work will be done in conjunction with NAC's IT strategy.

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.

Priorities (2023-2024)

- Explore options to expand the Fine Arts program.
- Review outcomes from the Elder Gathering and begin developing new material and/or curriculum for the appropriate programs.

Community and Distance Learning

The Community Learning Centres are all staffed with an Adult Educator. They initiate and coordinate programs, support adult students, assess community needs, and are the first point of contact for those wanting information or access to College programs and services. Adult Educators offer Adult Basic Education, literacy, and pre-employment and academic readiness programs in preparation for College entry or work. Select Community Learning Centres offer the Office Administration program and the College Foundation program, which prepares students for entry level employment or for diploma or degree level programs.

The Academic Studies branch, based at Nunatta Campus, offers the College Foundation and Office Administration programs. The Distance Learning branch delivers the Pathway to Adult Secondary School graduation program throughout Nunavut. The Continuing Education section offers evening classes at Nunatta Campus and coordinates third party contracts.

The Communities and Learning department also 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)	2020-21	2021-22	2022-23	2023-24
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Communities and Learning	1,697	1,697	1,697	1,697
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The Communities and Learning Office (Arviat) is responsible for program quality assurance, needs assessment, institutional transfer agreements, academic partnerships, and curriculum development. This office is also responsible for college-wide prior learning recognition strategies, professional development and continuing education.

Kitikmeot Community Learning Centres	1,134	1,166	1,166	1,166
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The College operates Community Learning Centres in Cambridge Bay, Gjoa Haven, Kugaaruk, Kugluktuk, and Taloyoak.

Kivalliq Community Learning Centres	1,608	1,518	1,518	1,518
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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	3,170	3,170	3,170
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The College operates Community Learning Centres in Arctic Bay, Kinngait, Clyde River, Grise Fiord, Sanirajak, Igloodik, Iqaluit, Kimmirut, Pangnirtung, Pond Inlet, Qikiqtarjuaq, Resolute Bay, and Sanikiluaq.

Academic Studies	596	602	602	602
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Based at Nunatta Campus, the College offers the College Foundation and Office Administration programs.

Pathway for Adult Secondary School	1,113	1,129	1,129	1,129
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The Pathway for Adult Secondary School Graduation program provides adult Students with the option to earn the same Nunavut Secondary School Diploma as those Students who have achieved their Diploma through the traditional high school route. Pathway for Adult Secondary School is a hybrid of face-to-face instruction and distance learning.

Sub-Total Base Programs	9,267	9,281	9,281	9,281
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Third Party Contracts	4,883	5,343	5,343	5,343
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Supports the delivery of literacy, adult basic education, pre-employment, office administration, and pre-trades training programs including the College's agreement with CanNor, as well as special initiatives such as the Municipal Government Certificate program, Career Development Practitioner Certificate Program and the Nunavut Fisheries and Marine Training Consortium programs.

Total, Community and Distance Learning	14,150	14,625	14,625	14,625
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Priorities (2020-2021)

- Begin a feasibility study to understand the needs and supports required by Community Learning Centers to begin delivering additional programs.
Status: The NAC Board of Governors continues to support its 10-year strategic plan. The Community Learning Centers have been included in the information gathering process. Once the strategic plan is completed, the needs and supports required by the CLCs will be better known.
- Delivery of successor program to GREAT program in partnership with the Department of Family Services
Status: NAC & the Department of Family Services did explore this option. It was agreed to maintain the GREAT program in its current form.

- Develop a College wide strategy to support the continuous review and replacement of Community Learning Centers.

Status: NAC has completed its preliminary review of that status of CLC's in Nunavut and intends to table it in the Nunavut Assembly. This report will be followed up with additional site visits by NAC's Capital Planner. This report and these visits will inform NAC's long-term capital planning.

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.

Priorities (2023-2024)

- Enhance community access to career programs through distance learning.
- Explore options for the conversion, adaptation, and creation of online and blended learning.

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)	2020-21	2021-22	2022-23	2023-24
Business Programs		1,088	1,020	1,020	1,020
The principal career programs are the Management Studies certificate diploma and the Office Administration certificate.					
Sub-Total, Base Programs		1,088	1,020	1,020	1,020

Third Party Contracts

760 **450** 450 450

The College supports delivery of training for computer systems technicians, municipal, and government employees.

Total, Business Careers and Workforce Development	1,848	1,470	1,470	1,470
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Priorities (2020-2021)

- Prepare for online course delivery of Management Studies Program.
Status: Ongoing.
- Conduct a review of Management Studies Program.
Status: This review is planned for the spring of 2021.
- Review and recommend distance delivery options of an Entrepreneurship Training Program.
Status: Deferred to 2021-2022 to allow the College to secure a Chair for Business Programs and additional instructional resources.
- Continue re-evaluating the courses under this division and explore efficient ways to Pilot courses in multiple formats.
Status: Ongoing.

COVID-19 Related Actions

- *Due to COVID closures, staff were oriented to aid in helping students learn on-line platforms for courses.*
- *The curriculum and delivery format was adapted during COVID. Some courses were offered on-line, some were sent as course packages so students who did not have internet could have options. This has allowed for students to learn to adapt to different course delivery models.*

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
- Review and recommend distance delivery options of a Entrepreneurship Training Program.

Priorities (2022-2023)

- Initiate process to develop and deliver new Business programming to additional sites, including regional campuses and at Community Learning Centres.

Priorities (2023-2024)

- Explore options, in conjunction with NAC's University partner, to ladder Management Studies Diploma graduates into their Bachelor of Commerce or Bachelor of Business Administration Degree.

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)	2020-21	2021-22	2022-23	2023-24
Teacher Education		2,866	3,046	3,046	3,046
The Nunavut Teacher Education Program trains bilingual elementary and middle school teachers in partnership with Memorial University. This funding supports the Nunavut Teacher Education Program in Iqaluit, Baker Lake, Rankin Inlet and Kugaaruk.					
Early Childhood Education		1,892	1,777	1,777	1,777
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 a workplace-based Applied ECE Certificate delivered to childcare workers in designated communities throughout Nunavut.					
Sub-Total, Base Programs		4,758	4,823	4,823	4,823
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	7,084	7,084	7,084

Priorities (2020-2021)

- Prepare for the pilot of online distance education courses for Nunavut Teacher Education Program and Early Childhood Education program.

Status: *The Education Programs Division has identified 10 courses to be converted into a blended online distance education format within the Nunavut Teacher Education program (NTEP). This project is being completed in partnership with Memorial University of Newfoundland. The Early Childhood Education (ECE) Program is currently being revised. We will implement the recommendations from the ECE review that pertain to online distance education course development and deliveries.*

- Continue to implement recommendations from the Nunavut Teacher Education Program assessment.

***Status:** The Education Programs Division has implemented the recommendations from the NTEP review. The program outline for NTEP is currently being revised to reflect the approved recommendations from the NTEP review.*

Priorities (2021-2022)

- Explore the feasibility of a Master of Education program in conjunction with Partner University.
- Implement the recommendations from the ECE review and start the delivery of the revised program.
- Start to deliver the NTEP blended online distance education courses.
- Explore the feasibility of offering a Student Support Assistant program.

Priorities (2022-2023)

- Continue to implement the recommendations from the ECE review and continue to modify the ECE program to reflect the recommendations.
- Continue to convert identified NTEP blended online distance education courses and start to deliver the courses that were converted in the previous year.
- Develop an implementation plan to deliver the Student Support Assistant program.
- Develop an implementation plan to deliver a Master of Education program in conjunction with partner University.

Priorities (2023-2024)

- Continue to implement the recommendations from the ECE review and continue to modify the ECE program to reflect the recommendations.
- Deliver the Student Support Assistant program.
- Deliver a Master of Education program in conjunction with partner University.

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)	2020-21	2021-22	2022-23	2023-24
Nursing Degree Program		2,000	2,011	2,011	2,011
Nunatta Campus offers four years of a B.Sc. in Nursing in partnership with Dalhousie University.					
Social Service Worker Program		1,397	2,103	2,211	1,733
The Social Service Worker Program is offered on a full-time basis in the Kitikmeot and rotates delivery between the Kivalliq and Qikiqtani.					
Sub-Total, Base Programs		3,397	4,114	4,222	3,744
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	4,714	4,822	4,344

Priorities (2020-21)

- Draft strategy for blended delivery model of Pre-Health program in the communities.
Status: The College is identifying possible courses for distance delivery and resources required.
- Prepare for the development and implementation of the Licensed Practical Nurse and Personal Support Worker (PSW) programs.
Status: Business Plan submitted for Practical Nurse program. The College is also preparing to explore other funding sources for support.
- Prepare a delivery site in the Kivalliq region for the Social Worker Program.
Status: Delivery of the SSW Program in Rankin Inlet began on September 8, 2020.

Priorities (2021-2022)

- Plan options for a Social Work Bachelor Program delivery.
- Deliver Pre-Health Program in Rankin Inlet to feed Practical Nurse Program to support care home operations.
- Explore options for the delivery of a Practical Nurse Program and Personal Support Worker Program based on feedback from Nunavut's Representative for Children and Youth.

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.
- Build capacity for a training program for Inuit instructors for the Social Service Worker Program.
- Explore options for delivering a Graduate level Nursing Program.

Priorities (2023-24)

- Review results of first Bachelor of Social Work cohort to determine possibility of expansion of the program to other areas.
- Explore options for Mentorship program to train Inuit instructors for the Social Service Worker Program.

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)	2020-21	2021-22	2022-23	2023-24
Trades Programs		4,332	4,137	4,137	4,137
Trades and technology career offerings are as follows: Carpentry, Housing Maintainer, Electrician, Plumer, Oil Heat Service Technician.					
Environment Technology		908	651	651	651
The Institute delivers the Environmental Technology Diploma in Iqaluit, Cambridge Bay, and Pond Inlet.					
Sub-Total, Base Programs		5,241	4,788	4,788	4,788

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	4,938	4,938	4,938

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.
Status: NAC is working with groups to develop a Mine Training Strategy for Nunavut. NAC is working with training partners on apprenticeships.
- Complete Program Review standards and associated curriculum for the Housing Maintainer program.
Status: Ongoing. Program Review and curriculum development has involved discussion with Aurora College.

COVID-19 Related Actions

- *The Trades programs is adaptable for remote learning. Program review has recognized this in program delivery. Consultation and engagement with industry stakeholders and partners has been impacted by COVID protection measures.*
- *Travel restrictions and isolation has limited NAC's ability to recruit nationally accredited instructors to teach.*

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 program deliveries throughout community learning centers outside of the three main campuses.

Priorities (2023-2024)

- Continue to work with industry partners on curriculum updates.
- Identify options for apprentices to gain necessary work experience in Nunavut.

- Deploy portable simulators to communities through a traveling program for heavy equipment operators and a continued partnership with Municipalities and Industries for high quality heavy equipment training.

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)	2020-21	2021-22	2022-23	2023-24
Nunavut Innovation and Research Institute		945	918	918	918

Nunavut Innovation and Research Institute is responsible for licensing all research projects which fall under the *Scientists Act*. It also provides logistical support to researchers.

Sub-Total, Base Programs		945	918	918	918
Third Party Contracts		100	250	250	250
Funding supports activities for science education.					
Total, Nunavut Research Institute		1,045	1,168	1,168	1,168

Priorities (2020-2021)

- Work with stakeholder departments to implement Inuktut, Culture, Entrepreneurship - Science, Technology, Engineering and Mathematics in College programming.
Status: NRI continues to work with stakeholders on science issues
- Publish first of Nunavut Science Now in collaboration with NAC Media.
Status: Due to the ransomware attack updates were posted on the NRI website
- Work to expand the Environmental Technology Program.
Status: Responsibility for ETP was moved to a different section of the College.

COVID-19 Related Actions

- *The COVID-related office shut down required updates to Nunavut Science Now to be posted on the NRI website*

Priorities (2021-2022)

- Research a solution to replace the existing, aging, database for 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.

Priorities (2023-2024)

- Continue to implement research and capacity development activities through the North by North program
- Develop a draft institutional research strategy framework for NAC
- Complete an assessment of NRI's research assets and infrastructure and produce a development plan

Student Services

Student Services includes the Registrar, Elder-in residence program, counseling services, student accommodations, food services, transportation, recreation, daycare, library services, and security at the regional campuses. Student Services is spread over the three regional campuses and is managed by the respective Deans, with program directives coordinated by the Director, Student Services.

Objectives

- To enhance the quality of student life, improve student educational persistence and academic success for all students by addressing the social, personal, recreation, and accommodation needs of students.
- To bridge the gaps between students, staff, campus, and community resources.

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
Kitikmeot Campus		544	544	544	544
Kitikmeot Campus has 20 student family housing units and accommodations for 20 single students. It also has a daycare.					
Kivalliq Campus		1,219	1,236	1,236	1,236
Kivalliq Campus has 12 student family housing units and accommodations for 44 single students. It also has a daycare and limited recreation activities on-campus.					
Nunatta Campus		4,481	4,586	4,586	4,586
Nunatta Campus has a full suite of student services, including counseling services, single and family accommodations, daycare and recreation activities. The campus has 108 student family housing units and accommodations for 42 single students.					
Total, Student Services		6,244	6,366	6,366	6,366

Priorities (2020-21)

- Engage regional Campuses, and Community Learning Centers, in discussions on the Family Education Model.

***Status:** The Family Education Model is still in early development stages. Engagement will also include Residence Managers and Counsellors in discussions on the Family Education Model. Student services has initiated discussions about the vision for the family education model with external stakeholders and partners within the NAC Learning community, including Memorial University.*

- Develop a Family Education Model for Nunavut Arctic College.

***Status:** NAC will identify strategies to promote student belonging and retention and acquire resources necessary to carry them out. The Family Education Model may include enhancements to communication between Residence Managers and Counsellors. NAC policy development will be informed of and consider the Family Education Model.*

Priorities (2021-22)

- Develop the processes to create a testing center to facilitate invigilation, assess 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.
- Work towards a uniformity of student services for all regional college campus' and CLCs
- Develop the processes to create a testing center to facilitate invigilation, assess student abilities and necessary supports, and support online learning.

- Build capacity within the Registrar’s office to track and address issues of attrition and support student success
- Build capacity within Student Services to develop and exemplify an environment reflective of the goals and objectives of the family education model.

Priorities (2023-2024)

- Continue to implement a Family Education Model that reflects cultural values, family supports and focus on student retention and wellness.

Law Program

The Law Program is a four-year program that will provide Students 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 students to understand, examine, apply, and critique legal doctrine, systems, and processes.
- To provide opportunities for Nunavummiut to explore both traditional and southern perspectives on law.

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
Law Program		1,897	167	-	-
The Law Program offers a Juris Doctorate in Law through a partnership with the University of Saskatchewan.					
Sub-Total, Base Programs		1,897	167	-	-
Total, Law Program		1,897	167	-	-

Priorities (2020-2021)

- Review Year 3 and initiate Year 4 of the Law Program.
Status: Year 3 is complete, and Year 4 is well underway. Students are taking a diverse curriculum delivered by local Iqaluit-based faculty and are engaging in experiential learning through clinical placements at various legal institutions. Students are in the process of applying for articling positions.

Priorities (2021-2022)

- 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.

- Deliver final year of the Law program. Support students in securing articling positions and transitioning into the articling year.

College Program Budgets

Budget (\$000)	2020-21	2021-22	2022-23	2023-24
College Sub-total, Base Programs	46,738	45,446	45,387	44,909
College Sub-total, Third Party	10,859	11,159	11,159	11,159
College Total, Programs	57,597	56,605	56,546	56,068

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	•	•	

Business Careers and Work Force Development – Dean of Health and Wellness

Responsibility

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Management Studies	Diploma		•	
Office Administration	Certificate	•		•
Office Administration	Diploma	•	•	

Education Careers – Dean of Inuit, Education and University Studies Responsibility

	Certification	Qikiqtaaluk	Kivalliq	Kitikmeot
Nunavut Teacher Education Program	Degree	•	•	•

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	2020-2021 Main Estimates		2021-2022 Main Estimates		2022-2023 Planned		2023-2024 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
HEADQUARTERS								
Compensation and Benefits	3,576	26.0	3,543	26.0	3,543	26.0	3,543	26.0
Grants and Contributions	-		-		-		-	
Other O&M	2,216		2,364		2,364		2,364	
Subtotal	5,792		5,907		5,907		5,907	
NUNAVUT RESEARCH INSTITUTE								
Compensation and Benefits	814	5.5	814	5.5	814	5.5	814	5.5
Grants and Contributions	-		-		-		-	
Other O&M	231		354		354		354	
Subtotal	1,045		1,168		1,168		1,168	
REGIONAL CAMPUSES								
Compensation and Benefits	31,920	220.3	31,424	216.8	31,424	216.8	31,424	216.8
Grants and Contributions	-		-		-		-	
Other O&M	18,840		18,106		18,047		17,569	
Subtotal	50,760		49,530		49,471		48,993	
TOTAL FUNDED	57,597	251.8	56,605	248.3	56,546	248.3	56,068	248.3
Less:								
Other sources of funding	(18,578)	(35.5)	(18,621)	(32.0)	(18,621)	(32.0)	(18,621)	(32.0)
TOTAL GN FUNDED	39,019	216.3	37,984	216.3	37,925	216.3	37,447	216.3

Department Summary	2020-2021		2021-2022		2022-2023		2023-2024	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Salary	36,310	251.8	35,781	248.3	35,781	248.3	35,781	248.3
G&C	-		-		-		-	
Other O&M	21,287		20,824		20,765		20,287	
Total	57,597	251.8	56,605	248.3	56,546	248.3	56,068	248.3

**DISTRIBUTION OF OPERATION AND MAINTENANCE BUDGET
– ALL SOURCES**

	Headquarters (\$000)	Qikiqtaaluk (\$000)	Kivalliq (\$000)	Kitikmeot (\$000)	Total (\$000)
Compensation and Benefits	3,548	20,638	8,232	3,367	35,780
Grants and Contributions	-	-	-	-	-
Travel and Transportation	268	1,841	180	340	2,629
Materials and Supplies	36	1,487	135	278	1,936
Purchased Services	40	663	90	76	869
Utilities	20	271	-	8	299
Contract Services	608	7,417	1,353	2,175	11,553
Fees and Payments	467	1,343	96	129	2,035
Other Expenses	925	453	97	29	1,504
Total Operations and Maintenance	5,907	34,113	10,183	6,402	56,605

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NUNAVUT BUSINESS

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CREDIT CORPORATION

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“Lender of Northern Opportunity”

BUSINESS PLAN

2021 - 2024

NUNAVUT BUSINESS
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CREDIT CORPORATION
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"Lender of Northern Opportunity"

Nunavut Business Credit Corporation

will be the

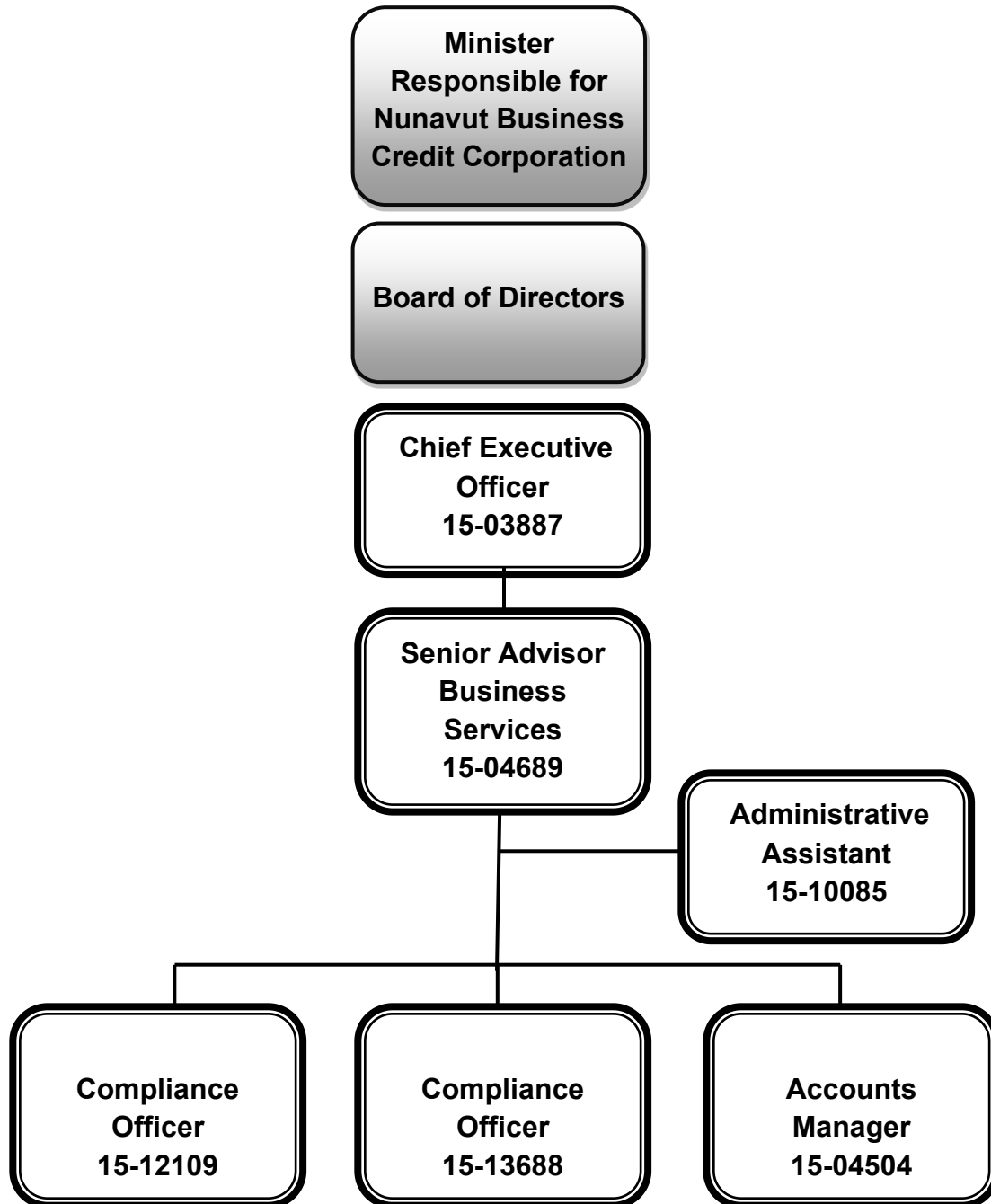
financial solutions provider of choice

to Nunavut's business community.

TABLE OF CONTENTS

CORPORATE ACCOUNTABILITY CHART	1
INTRODUCTION.....	2
MANDATE	3
MISSION	4
VISION.....	5
KEY APPROACH	6
TURAAQTAVUT.....	7
ENVIRONMENTAL SCAN.....	8
INUIT EMPLOYMENT PLAN.....	10
NUNAVUT'S OFFICAL LANGUAGES.....	12
CORE BUSINESS.....	13
THREE YEAR EXPENDITURE FORECAST FOR FISCAL YEARS 2021-2022 TO 2023-2024.....	15
PRIORITIES FOR 2020-2021.....	16
PRIORITIES FOR 2021-2022.....	17
PRIORITIES FOR 2022-2023.....	168
PRIORITIES FOR 2023-2024.....	19

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's summer 2020 territorial snapshot expects that Nunavut's economy will continue to grow at 6.1% in 2020 and 13.2% in 2021, which will be Nunavut's fifth and sixth consecutive years of economic growth above 5.0%. Despite continued economic growth, the COVID-19 pandemic will slow the territory's economic growth this year, particularly in the mining sector, which accounts for about one-third of Nunavut's real GDP.

After significant decreases in March and April 2020, world prices for iron ore have recovered and gold has rebounded to just below \$2,000 US per ounce at the end of July 2020.

The airline industry in the territory has been severely impacted by COVID-19, much like the rest of the world airline industry. The Government of Nunavut has been providing financial support to the airline industry.

The residential real estate market in Iqaluit is still soft but appears to be rebounding slightly. There is still a demand for commercial and industrial properties. The construction of new hotels and rental units should alleviate the undersupply in those sectors. Some homeowners have started construction of homes in the new subdivision in Iqaluit, but there is still a shortage of residential homes.

The Government of Nunavut's capital plan continues to hold steady at about \$200 million and is not expected to change significantly.

With the legalization of cannabis, the Government of Nunavut now has two on-line suppliers as well as a store-front retail supplier. There may continue to be opportunities for more store-front retail suppliers.

Because of COVID-19, the Bank of Canada, in an effort to maintain liquidity in the Canadian economy, dropped the policy interest rate to 0.25% from 1.25%.

The COVID-19 pandemic has and will continue to impact several business sectors in Nunavut, such as hospitality and construction. It is not known how long the COVID-19 pandemic will last, so the economic outlook is more difficult than usual to assess.

INUIT EMPLOYMENT PLAN

Departmental Inuit Employment Targets				
Nunavut Business Credit Corporation	As at Sept 30, 2020		For March 31, 2022	
		Capacity %		Capacity %
Total Department Positions	6		6	
Total Filled Positions	4	67%	4	67%
Total Vacancies	2	33%	2	33%
Total Inuit	1	25%	1	25%
Total Executive Positions	0		1	
Total Filled Executive Positions	0	0%	1	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	0	0%	0	0%
Total Senior-Management Positions	1		1	
Total Filled Senior-Management Positions	1	100%	1	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Inuit in Senior-Management Positions	0	0%	0	0%
Total Professional Positions	1		3	
Total Filled Professional Positions	1	100%	2	67%
Total Vacant Professional Positions	0	0%	1	33%
Total Inuit in Professional Positions	0	0%	1	50%
Total Paraprofessional Positions	1		0	
Total Filled Paraprofessional Positions	1	100%	0	0%
Total Vacant Paraprofessional Positions	0	0%	0	0%
Total Inuit in Paraprofessional Positions	0	0%	0	0%
Total Administrative Positions	3		1	
Total Filled Administrative Positions	1	33%	0	0%
Total Vacant Administrative Positions	2	67%	1	100%
Total Inuit in Administrative Positions	1	100%	0	0%

CAPACITY

NBCC is committed to increasing its Inuit employment levels to representative levels in accordance with Article 23 of the *Nunavut Agreement*. Currently, NBCC has an Inuit employment level of 25% (excluding two vacancies).

NBCC follows established GN recruitment and hiring practices to ensure qualified Inuit are appropriately considered as vacancies become due. The Corporation is considering the elimination of a vacant administrative position and a professional position. At this time, the workload and advancements in technology does not warrant hiring for the administrative position.

INUIT EMPLOYMENT

NBCC's senior management is committed to working with Inuit employees to identify training and development opportunities and encourage career aspirations. NBCC also ensures that Inuit employees participate in annual training sessions designed to build skills specific to NBCC's mandate. This practice reinforces on-the-job experience and increases the prospect of Inuit employees to advance into management or executive roles.

2020/2021 INUIT EMPLOYMENT PRIORITIES

1. Commence internship of Inuit hired.

Status: The Corporation has not been able to obtain funding from the Department of Human Resources to fund a CEO – Intern through the Sivuliqtiksats program.

2021/2022 INUIT EMPLOYMENT PRIORITIES

1. Identify another opportunity for an internship position.

2022/2023 INUIT EMPLOYMENT PRIORITIES

1. Based upon opportunities identified in 2021/2022, seek funding to staff the intern position(s).

2023/2024 INUIT EMPLOYMENT PRIORITIES

1. Commence the recruitment process to staff the intern position(s).

NUNAVUT'S OFFICIAL LANGUAGES

NBCC is committed to respecting Nunavut's culture, language, and traditional Inuit knowledge – *Inuit Qaujimagatuqangit*. The Corporation recognizes the strength and perseverance of Nunavummiut, the wisdom of its elders and the potential of its youth. The Corporation acknowledges the traditional 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 2021-2022 TO 2023-2024

	ACTUAL 2019-2020	BUDGET 2020-2021	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024
Revenues					
Interest Income on Loans Receivable	771,439	720,000	600,000	660,000	720,000
Interest expense on advance from GN	-221,610	-320,000	-36,000	-39,000	-42,000
	549,829	400,000	564,000	621,000	678,000
Add: Recovery of losses on impaired loans/accrued liabilities					
Less: Provision for Losses on Impaired Loans	-50,047	-125,000	-50,000	-50,000	-50,000
Net Income from Lending	499,782	275,000	514,000	571,000	628,000
Other interest income	35,867	20,000	8,000	8,000	8,000
Total Income	535,649	295,000	522,000	579,000	636,000
Expenses					
Amortization	11,191	10,000	8,000	6,000	4,000
Loan administration expense	3,370	3,000	3,000	3,000	3,000
Salaries and benefits	820,897	1,000,000	1,000,000	1,000,000	1,000,000
Advertising and promotion	66,209	70,000	70,000	70,000	70,000
Professional development	90,314	50,000	50,000	50,000	50,000
Professional fees & expenses	63,348	75,000	75,000	75,000	75,000
Travel	48,280	75,000	75,000	75,000	75,000
General & Administrative	28,489	35,000	35,000	35,000	35,000
Board meetings	35,861	68,000	68,000	68,000	68,000
Board honorarium	32,000	35,000	35,000	35,000	35,000
Facility rental	92,036	92,000	92,000	92,000	92,000
Total Expenses	1,291,995	1,513,000	1,511,000	1,509,000	1,507,000
Earnings before other items	-756,346	-1,218,000	-989,000	-930,000	-871,000
Other					
Administrative Contribution from GN	700,000	900,000	900,000	900,000	900,000
In-kind from GN	160,286	160,000	160,000	160,000	160,000
Sivuliqtiksats	-	199,000	-	-	-
Total Contribution	860,286	1,259,000	1,060,000	1,060,000	1,060,000
Net comprehensive income (loss)	103,980	41,000	71,000	130,000	189,000
	Actual	Forecast	Forecast	Forecast	Forecast
Loan Portfolio	14,925,371	14,000,000	13,000,000	14,000,000	15,000,000
Performing Loan Balance	10,250,706	10,000,000	10,000,000	11,000,000	12,000,000
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	14,000,000	16,000,000	12,000,000	13,000,000	14,000,000
Average Interest Rate on Advance from GN	1.5%	2.0%	0.3%	0.3%	0.3%
Average Interest Rate Earned on Cash Balance of \$1,000,000	2.2%	2.0%	0.8%	0.8%	0.8%

PRIORITIES FOR 2020-2021

1. Commence implementation of the updated communications plan.

Status: The Corporation is still in the process of preparing an updated communications plan.

2. Find opportunities to engage youth through presentations on literacy and numeracy.

Status: Due to COVID-19, this priority has been deferred.

3. Provide educational workshops on financial literacy, lending, and business management as opportunities arise.

Status: Due to COVID-19, this priority has been deferred.

PRIORITIES FOR 2021-2022

1. Commence review of the 2019/2020 – 2021/2022 strategic plan with an eye towards making any necessary revisions.
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.
4. Introduce legislative amendments to the *Nunavut Business Credit Corporation Act* in the Legislative Assembly.

PRIORITIES FOR 2022-2023

1. Update the Corporation's strategic plan based upon the previous year's review.

PRIORITIES FOR 2023-2024

1. Commence implementation of any revisions to the Corporation's strategic plan.



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Qulliq Energy Corporation
Société d'énergie Qulliq
Qulliq Alruyaktuqtunik Ikumatjutiit

Corporate Plan 2021-2024

Table of Contents

1.0	INTRODUCTION	3
2.0	ENVIRONMENTAL SCAN	4
3.0	INUIT EMPLOYMENT PLAN	8
4.0	CORPORATE PRIORITIES	10

Appendices

APPENDIX A	2021-2022 CAPITAL BUDGET	21
APPENDIX B	2021-2022 OPERATIONS & MAINTENANCE BUDGET	23
APPENDIX C	2020 EMPLOYMENT SUMMARY	26

1.0 Introduction

Qulliq Energy Corporation (QEC) is a Government of Nunavut (GN) territorial corporation. Historically, the Northern Canada Power Commission (NCPC) was responsible for supplying power to the territory from 1949 to 1988. Operations were then transferred to Northwest Territories Power Corporation (NTPC). In 1999, Nunavut established its own locally managed utility, and on April 1, 2001, Nunavut Power Corporation (NPC) came into being under the *Nunavut Power Corporation Act*. NPC was subsequently renamed Qulliq Energy Corporation and the *Nunavut Power Corporation Act* was renamed the *Qulliq Energy Corporation Act* (“QEC Act”) as 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, the responsible Minister has provided an annual Letter of Expectation to QEC to guide the Board of Directors in defining the priorities and desired outcomes of the Corporation while reinforcing the importance of QEC’s relationship with the GN. QEC’s Board of Directors is guided by the Inuit Societal Value *Aajiiqatigiinni* (decision-making through discussion and consensus) regarding the strategic direction of the Corporation.

The Corporation attends to the overall objectives provided by legislation including, supporting the Minister responsible for QEC on intergovernmental and regulatory issues, managing capital projects, and analyzing and promoting the use of alternative energy sources throughout the territory.

1.1 Vision

Qulliq Energy Corporation’s vision is to provide the communities of Nunavut with safe, reliable, sustainable, and economical energy supply and service. QEC’s foundation to achieve our vision is based on an empowered and accountable workforce, representative of Nunavut’s population, and reflective of Inuit Societal Values, Inuit Qaujimagatuqangit, and *Turaaqtavut*, the mandate of the fifth Legislative Assembly of the Government of Nunavut. We operate as an enterprise with transparency, accountability, and integrity.

1.2 Mission

QEC provides safe, reliable, and efficient electricity and plans long-term affordable energy for Nunavummiut.

1.3 Corporate Objectives

Five strategic objectives guide QEC's actions to achieve its vision:

1. Enhance human resource capabilities to strengthen QEC's management capabilities;
2. Develop effective internal business processes to ensure QEC remains responsive to environmental influences;
3. Focus on effective communication to foster and sustain a positive corporate image;
4. Deliver Arctic Energy Fund programs to replace aging infrastructure and ensure a stable supply of power; and
5. Pursue economical alternatives to diesel to reduce diesel dependency and emissions.

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 URRRC is an impartial advisory body whose role is to make rate recommendations to the Minister. The Minister (with Cabinet's approval) then determines whether to approve the URRRC's recommendation, 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 URRRC before rendering a decision.

2.2 Rate Regulation Activity

QEC's electricity rates are based on the Corporation's revenue requirements: capital investments, fuel 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.

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. Customers under the User Pay Program are exempt from FSR riders.

With Cabinet approval, QEC implemented a 2.76 cent per kilowatt-hour (kWh) Fuel Stabilization Rate (FSR) rider refund from April 1, 2020 to September 30, 2020. The fuel rider was related to the decrease in fuel price announced by the Government of Nunavut in January 2020.

On October 1, 2020, QEC submitted an FSR application to the responsible Minister for 1.25 cent per kWh rider refund from October 1, 2020 to March 31, 2021. The application is under review by the Utility Rates Review Council.

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 almost all electricity generated by QEC relies on imported fossil fuel. Nonetheless, the Corporation continuously seeks ways to move toward a cleaner energy future by diversifying the territory's energy supply mix. QEC recognizes and supports the Government of Nunavut's commitment to the *Pan-Canadian Framework on Clean Growth and Climate Change* and is actively engaged in securing funding to reduce reliance on diesel fuel and decrease emissions through the integration of alternative energy technology and the use of more energy efficient electricity generation systems.

QEC is working to reduce its reliance on diesel by launching third party power generation programs. In 2018, QEC launched its Net Metering Program. Net Metering allows residential customers and one hamlet account per community to generate their own electricity supply using renewable sources, and send surplus electricity they produce to the electrical grid in exchange for an energy credit. This program provided QEC with a first step in connecting renewable energy to the grid; a process we continue with our forthcoming power producer programs.

QEC is also developing a Commercial and Institutional Power Producers (CIPP) program and an Independent Power Producers (IPP) program. The CIPP program will allow existing commercial and institutional customers to generate electricity on their premises using renewable energy systems. Through the CIPP program, all energy generated must be sold to QEC and bought back based on applicable community rate. Unlike the Net metering program, QEC is proposing to pay customers up to the avoided cost of diesel (the price QEC pays for diesel per kilowatt-hour) to ensure the CIPP program will not result in an increase to the cost of electricity for any QEC customers. This program is anticipated to launch at the end of 2020-2021.

The IPP program will allow for larger scale independent power producers to generate electricity and to sell all the power generated to QEC. Similar to CIPP program, QEC's proposal to pay IPP customers up to the avoided cost of diesel will ensure that the cost of electricity for QEC customers does not increase as a result of the IPP program. QEC anticipates to launch the IPP program following the implementation of the CIPP program.

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 secured additional funding from Environment and Climate Change Canada's Low Carbon Economy Fund for the construction of district heating systems (DHS) in Sanikiluaq and Taloyoak. The of Crown-Indigenous Relations and Northern Affairs Canada's Northern REACHE Program provided funds to establish the feasibility of a DHS expansion in Baker Lake and exhaust gas heat recovery Unit (EGRU) in Iqaluit. These new projects are in addition to existing DHS in Iqaluit, Arviat, Kugluktuk, Pangnirtung, and Rankin Inlet.

In 2018, QEC completed phase I of a feasibility study on the potential for geothermal resource development for Nunavut. QEC has now secured partial funding from Canadian Northern Economic Development Agency to execute phase II of this initiative; which, includes data collection at Baker Lake, Resolute Bay and Cambridge Bay and will be completed in 2022. This will help determine the economic viability of geothermal resources in these communities. QEC is working with various funding agencies to secure the funding required to complete phase II and the remaining two phases: exploration and utilization. These QEC efforts if successful, will provide a carbon neutral resource for heat/electricity or both in communities where economically exploitable geothermal resource are thought to exist.

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, 2020, QEC's Inuit employment rate was 52%.

3.1 Inuit Employment Initiatives

The Corporation continues to make efforts to strengthen Inuit employment through the establishment of five separate but associated initiatives. Each element is an independent but interconnected recruitment or development strategy with the overall intent of moving both current Inuit employees and new Inuit hires into planned skills development and career opportunities.

1. The **Inuit Leadership Development Program** aims to increase Inuit representation at the professional, middle, and senior management employment categories. The program features three streams of activity to support the development of Inuit employees and prepare them for leadership in the Corporation:
 - **Academic:** The program supports Inuit who wish to obtain certificates, diplomas, or degrees in an area of study that is beneficial to the Corporation.

- **Experiential:** Inuit employees who have expressed interest and have shown dedication and commitment to professional growth are provided with development assignments in professional and leadership roles. Eleven 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 their vocational fields.
2. **Inuit Employee Career Development Plans** were established as part of QEC's commitment to lifelong learning for Inuit employees. Completing the development plan process with the support of the supervisors helps to ensure Inuit employees have the knowledge, skills, leadership competencies, and abilities to achieve their individual career goals within the Corporation.
- Through formal education, on-the-job training, internships and meaningful work experiences, Inuit employees work towards the next step on their career ladder as identified in their career development plan. Lateral moves within the Corporation and between departments and positions also provide opportunities for cross training.
3. The **Summer Student Program (SSP)** provides students with an opportunity to work within the Corporation. Students are hired for positions in their home community, providing them with exposure to local employment opportunities. Students in the SSP may also be considered for other Inuit employment opportunities. There were five students hired over the 2020 summer employment term.
4. The **Apprenticeship Program** reduces dependency on hiring transient trades from outside Nunavut. The recruitment of trades workers from other jurisdictions continues to be a significant expenditure for QEC. Competition from companies both in and outside the territory has resulted in extended vacancies within QEC. This program focuses on hiring Inuit as apprentices, supporting them through their apprenticeship, and providing professional employment upon completion.
5. The **Inuit Employment Plan Steering Committee** is mandated to review, analyze and provide feedback to senior management on policies and employment practices that impact Inuit employment. The committee acts as a formal group to exchange ideas, concerns and solutions related to the Corporation's Inuit Employment Plan.

3.2 Inuit Employment

With more focused and responsive Inuit employment initiatives in place, QEC has established Inuit employment targets. The targets for 2020-2021 include maintaining or increasing the number of Inuit employees as outlined in our Inuit Employment Plan.

Priorities (2020-2021)

- Create career development plans for up to 75% of Inuit employees.
Status: This priority has been completed.

- Revamp Inuit Leadership Development Program.
Status: Due to limited staff capacity, this priority has been deferred until 2021-2022.
- Develop targeted recruitment strategy by collaborating with local high schools and post-secondary institutions.
Status: This is anticipated to be completed by end of fiscal year 2020-2021.
- Revamp apprenticeship program.
Status: This is anticipated to be completed by end of fiscal year 2020-2021.
- Recruit two Inuit apprentices.
Status: Recruitment of Inuit apprentices will be deferred until the apprenticeship program revamp is completed.

Priorities (2021-2022)

- Create career development plans for up to 90% of Inuit employees.
- Recruit two Inuit candidates into apprenticeship program.
- Create internal internship program.

Priorities (2022-2023)

- Support employee cultural immersion through active engagement with QEC's IQ committee.
- Create internship position.

Priorities (2023-2024)

- Create internship for senior management role.

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. The Legal Counsel oversees internal and external legal resources, when and where applicable, to secure the Corporation's best interests.

Priorities (2020-2021)

- Implement QEC branding guidelines.
Status: The branding guidelines are anticipated to be completed by end of fiscal year 2020-2021.
- Develop internal policy guidelines.
Status: This priority was completed in August 2020.
- Develop crisis communications guidelines.
Status: This priority is anticipated to be completed by the end of fiscal year 2020-2021.
- Coordinate content for new intranet.
Status: Due to staffing shortages this priority has been deferred until 2021-2022.
- Develop plan to promote QEC's 20th anniversary.
Status: QEC anticipates completing this priority by end of fiscal year 2020-2021.
- Expand Energy Wise campaign promotion.
Status: This priority has been delayed until next fiscal year due to COVID-19.
- Develop plan to update internal policy manual.
Status: This priority was completed in July 2020.

Priorities (2021-2022)

- Create community consultation guidelines.
- Promote QEC's 20th anniversary.
- Review Net Metering policy in collaboration with Engineering.
- Review Corporate Planning division processes.
- Review Communications division processes.
- Finalize and launch Independent Power Producers Program.
- Support the Board of Directors' work on updating the Board Policy Manual.

Priorities (2022-2023)

- Develop Corporate Planning division process manual.
- Develop Communications division process manual.
- Assess corporate website structure in collaboration with IT.
- Continue work with the Board of Directors on updating the Board Policy Manual

Priorities (2023-2024)

- Develop plan to update website structure based on assessment in collaboration with IT.

- Launch Corporate Planning division process manual.
- Launch Communications division process manual.
- Implement communications plan to share changes and new customer care processes and improvements.

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 (2020-2021)

- Complete generator set replacement in Rankin Inlet, Coral Harbor, Chesterfield Inlet, Pond Inlet, Sanirajak, and Gjoa Haven.
Status: Generator set replacements in Rankin Inlet, Coral Harbor, Chesterfield Inlet and Sanirajak completed in 2019. The Pond Inlet replacement project from 2019-2020 was completed in November 2020. Due to COVID-19 the Gjoa Haven project has been deferred until 2021-2022.
- Complete upgrade of power distribution system in Resolute Bay.
Status: Due to COVID-19, this project has been deferred until 2021-2022.
- Review QEC Project Management Standards.
Status: This priority is anticipated to be completed by the end of fiscal year 2020-2021.
- Complete Qikiqtaaluk Region electrical distribution survey.
Status: Three selected communities within Qikiqtaaluk Region have been completed. Two communities are scheduled to be completed by end of fiscal year 2021-2022. Due to COVID-19 this survey has been deferred to end of fiscal year 2022-2023.
- Complete plant condition assessment in Chesterfield Inlet and Gjoa Haven.
Status: This task is no longer required with the planning of new power plants in Chesterfield Inlet and Gjoa Haven.
- Complete generator set replacements Pond Inlet, Whale Cove and Clyde River.
Status: Due to COVID-19, completion of these projects has been delayed until 2021-2022.
- Complete Kivalliq and Kitikmeot electrical distribution survey.
Status: Due to COVID-19, project completion has been deferred until fiscal year 2021-2022.
- Complete Arctic Bay electrical distribution system extension.

Status: *The Request for Tender has been submitted; this project has been delayed until fiscal year 2021-2022.*

- Start construction of new District Heating Systems (DHS) in Taloyoak and Sanikiluaq.
Status: *Design has been completed for DHS in both Taloyoak and Sanikiluaq. Due to sealift scheduling and Covid-19 related delays, QEC anticipates construction to start in Sanikiluaq in summer 2021 and Taloyoak in summer 2022.*
- Start feasibility study to determine how the DHS system in Iqaluit can be expanded.
Status: *This priority was completed in September 2020.*
- Start design of new power plant in Arctic Bay.
Status: *Design has been completed and construction is in progress.*
- Submit Major Project Permit Application for new power plant in Cambridge Bay.
Status: *This priority has been delayed to incorporate additional power plants into the application process; QEC anticipates completion will be May 2021.*

Priorities (2021-2022)

- Based on previous electrical distribution surveys conducted, create a work plan and prioritize identified projects for completion.
- Submit Major Project Permit Application for new power plants in Cambridge Bay, Igloolik and Gjoa Haven.
- Complete construction of new DHS in Sanikiluaq.
- Continue construction of new power plant in Arctic Bay.
- Start construction of new hybrid diesel/solar power plant in Kugluktuk.
- Start replacement of G3 generator set in Gjoa Haven.
- Start replacement of G1 generator set in Kugaaruk.
- Complete connection of emergency generation set in Kugaaruk.
- Start replacement of G3 generator set in Igloolik.

Priorities (2022-2023)

- Complete construction of new DHS in Taloyoak.
- Initiate construction of district heating system project in Iqaluit based on feasibility study report and funding availability.
- Complete construction of new power plant in Arctic Bay.
- Start design of new power plant in Cambridge Bay, Igloolik and Gjoa Haven pending approval of Major Project Permit Application.
- Complete replacement of G3 generator set in Gjoa Haven.
- Start replacement of G3 generator set in Clyde River.
- Complete replacement of G1 generator set in Kugaaruk.
- Complete replacement of G3 generator set in Igloolik.

Priorities (2023-2024)

- Complete construction of first hybrid power plant in Kugluktuk.
- Start construction of new power plants in Cambridge Bay, Igloolik and Gjoa Haven.

- Complete replacement of G3 generator set in Clyde River.

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 (2020-2021)

- Expand existing safety program to address unsafe conditions in the workplace in collaboration with the Health and Safety division
Status: QEC anticipates launching this expanded safety program by the end of fiscal year 2020-2021.
- Update Annual Work Plan, Annual Resource Plan, and Preventative/Predictive Maintenance program.
Status: This priority was completed in December 2020.
- Update weekly maintenance planning and scheduling process.
Status: This priority was completed in August 2020.
- Start territorial light emitting diode (LED) streetlight conversion project with 6 communities: Pond Inlet, Taloyoak, Kugaaruk, Resolute Bay, Igloolik, Grise Fiord.
Status: QEC expects to complete this priority by the end of 2020.

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.
- Continue with territorial light emitting diode (LED) streetlight conversion project in 6 communities: Coral Harbour, Whale Cove, Gjoa Haven, Sanirajak, Qikiqtarjuaq, Arctic Bay.

Priorities (2022-2023)

- Review cost estimation process at the individual work order level for materials and labour.
- Complete final commission and connection of new Arctic Bay power plant.
- Continue territorial light emitting diode (LED) streetlight conversion.

Priorities (2023-2024)

- Perform review of best practices employed by other off-grid diesel generating utilities.
- Finish territorial light emitting diode (LED) streetlight conversion.
- Complete final commission and connection of new Kugluktuk power plant.

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 (2020-2021)

- 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: COVID-19 has delayed aspects of this assessment but QEC expects to complete the assessment by end of fiscal year 2020-2021.
- Commence any required modification of existing financial processes as identified by the review of the Enterprise Resource Planning system.
Status: This priority has been delayed as work on the ERP review is scheduled to start in the 3rd quarter of this year with completion in the 2021-2022.
- Develop mechanisms that support the preparation and filing of the next General Rate Application.
Status: QEC anticipates this priority will be completed in fiscal year 2021-2022.
- Implement additional inventory control processes.
Status: This was completed in November 2020.
- Complete review and development of Key Performance Indicators.
Status: QEC anticipates completing this priority in fiscal year 2020-2021.
- Complete review of inventory management software solutions.
Status: QEC anticipates completing this review in fiscal year 2020-2021.

Priorities (2021-2022)

- Commence customer survey to assess progress in dealing with customers' concerns and develop plan to improve areas where issues are identified in collaboration with Corporate Affairs.
- Implement Key Performance Indicators.
- Prepare the General Rate Application for filing.

Priorities (2022-2023)

- Review Great Plains accounting system in collaboration with IT.
- Based on feedback from customer survey, implement changes to customer care processes in collaboration with Corporate Affairs.
- Evaluate Key Performance Indicators deployment.

Priorities (2023-2024)

- Implement action items stemming from Great Plains review in collaboration with IT.
- Develop training plans for staff to improve customer service based on customer survey results.

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 (2020-2021)

- Create online arc flash awareness program to be used internally for new and existing employees.
Status: This program has been developed and the training will be delivered during the Operator Training in spring 2021.
- 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.

Status: Due to COVID-19, this priority has been delayed; the department is in the process of exploring options for this tracking system.

- Implement new Staff Housing Policy and Procedures Manual.

Status: QEC anticipates implementing the Staff Housing Policy and Procedure Manual by the end of fiscal year 2020-2021.

- Start construction of new head office in Baker Lake.

Status: The project bids came in over budget, in addition to expected material delivery delays stemming from COVID-19. The project was re-tendered and is anticipated to be awarded by the end of December 2020.

Priorities (2021-2022)

- Audit the Contractor Safety Management Program.
- Start construction of a new head office in Baker Lake.
- Complete restructure and update of the Environmental Manual and associated Standard Operating Procedure Manual.
- Develop Transient Housing Policy and Procedures Manual.
- Complete new modular transient units in Kugluktuk and Resolute Bay.

Priorities (2022-2023)

- Create a Standard Operating Procedure Manual for environmental/health safety procedures and safe work practices.
- Complete construction of new head office in Baker Lake.
- Upgrade identified transient units.
- Complete an external Certificate of Recognition audit.

Priorities (2023-2024)

- Establish preventative maintenance schedule for Facilities' assets.
- Remove approximately 1500 meters of single-walled underground piping that tie into QEC's fuel system in Kugluktuk.
- Audit existing health, safety and environment training packages to ensure that they are in compliance with current regulations and industry best practices.

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 (2020-2021)

- Implement Time Capture, Attendance Management, Human Resources Information systems.
Status: Payroll and Benefits modules are fully operational as of March 31, 2020. Time Capture and Attendance Management modules were delayed due to COVID-19. Anticipated completion by the end of fiscal year 2020-2021.
- Assess potential Applicant Tracking System
Status: A contract has been signed with a vendor. QEC anticipates completion by the end of fiscal year 2020-2021.
- Commence update of HR policies arising from review in collaboration with Corporate Affairs department.
Status: The update has commenced and will continue working towards completion.
- Implement Applicant Tracking System.
Status: Due to COVID-19, implementation of this priority will be deferred to 2021-2022.
- Deliver respectful workplace training.
Status: This priority was completed in 2019-2020, the updated respectful workplace training will now be incorporated into annual training provided to employees.
- Implement updated Performance Management System.
Status: Due to staffing capacity issues, this priority will be deferred to 2021-2022.

Priorities (2021-2022)

- Continue update of human resources policies in collaboration with Corporate Affairs department.
- Evaluate Time Capture and Attendance Management systems.
- Develop employee engagement survey to assess and improve employment experience at QEC.

Priorities (2022-2023)

- Evaluate Applicant Tracking System.
- Develop supervisor and management orientation for new hires.
- Conclude update of human resources policies in collaboration with Corporate Affairs.
- Conduct employee engagement survey and review results of survey.

Priorities (2023-2024)

- Develop employee retention strategy
- Implement supervisor and management orientation for new hires.
- Develop strategies based on results of employee engagement survey.

4.7 Information Technology

The Information Technology (IT) Department provides critical support to the Corporation through a series of services that includes the ongoing development of integrated computer systems and technology, data communications, and on demand IT assistance and support. The goal of the department is to provide a foundation for all departments to ensure information is available to make timely and accurate business decisions.

Priorities (2020-2021)

- Implement electronic billing to customers based on the results of internal testing.
Status: This priority was completed in September 2020.
- Complete review and update of Information Technology policies.
Status: QEC anticipates completing this priority by the end of 2020-2021.
- Complete implementation of human resources information system.
Status: The payroll portion of this initiative is up and running with the time clock component being tested. The applicant tracking system (ATS) component is anticipated to be installed and tested before the end of fiscal year 2020-2021.
- Implement Property Management software.
Status: This priority was completed in October 2020.

COVID-19 Related Action

- Finalize the Work from Home initiative in response to COVID-19.
Status: QEC anticipates completing IT infrastructure enabling employees in Baker Lake and Iqaluit to work from home by the end of 2020-2021.

Priorities (2021-2022)

- Implement new Computerized Maintenance management System designed to support the asset management processes in collaboration with Finance and Operations.
- Review existing communications and internet infrastructure.
- Review existing software to ensure alignment with corporate needs.

Priorities (2022-2023)

- Review benefits of on-premise vs. cloud computing.
- Develop work plan to address gaps identified arising from review of communications and internet infrastructure.
- Develop work plan to address gaps identified arising from review of existing software.

Priorities (2023-2024)

- Develop strategy based on previous year's review of on-premise vs. cloud computing.

- Review existing Enterprise Resource Planning training material.
- Develop plan to upgrade website structure based on review by Corporate Affairs

Appendix A - 2021-2022 Capital Budget

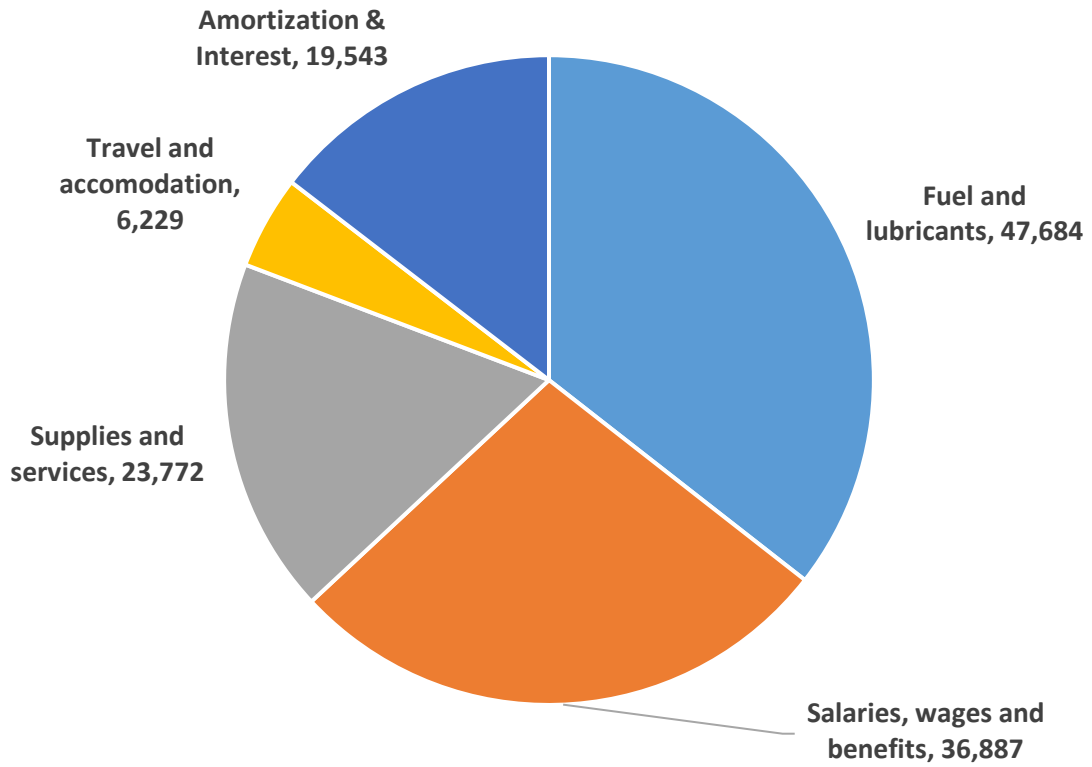
Community	Description	Budget FYE 2022
Arctic Bay	Power Plant Replacement	
Gjoa Haven	Genset Replacement G3	
Gjoa Haven	Volvo 500 KW Emergency Unit Connection	
Kugaaruk	Emergency Generating Unit Connection	
Kugaaruk	G1 Genset (550 kW)Replacement	
Igloolik	Modular unit for Igloolik Power Plant	
Gjoa Haven	Pole and Transformer Storage Purchase	
Taloyoak	Pole and Transformer Storage Purchase	
Rankin Inlet	Three phase line upgrade along the mine road	
Baker Lake	Pole and Transformer Storage Purchase	
Resolute Bay	Feeder 4 Rehabilitation	
Kimmirut	Pole and Transformer Storage Purchase	
Rankin Inlet	Station PLC & DC Upgrade	
Sanikiluaq	Transformer Replacement	
Sanikiluaq	Pole and Transformer Storage Purchase	
Nunavut	LED Streetlight Changeout	
	Subtotal - Generation and Distribution Upgrades	27,281,000
Cambridge Bay	Plant Truck Replacement	
Gjoa Haven	RBD Line Truck	
Baker Lake	Vehicle Replacement - Asset# 4101	
Baker Lake	Vehicle Replacement - Asset# 4602	
Chesterfield Inlet	RBD Line Truck	
Iqaluit	Vehicle Replacement - property truck	
Igloolik	RBD - Line Truck	
Sanirajak	Plant Truck Replacement	
Qikiqtarjuaq	Plant Truck Replacement	
Grise Fiord	Material Handling Boom Truck	
	Subtotal - Vehicle Upgrades	1,453,000
Kitikmeot	Digital Recording Ammeter (DRA) Purchase	
Kitikmeot	Battery Impedance Test Equipment	
Kivalliq	Digital Recording Ammeter (DRA) Purchase	
Kivalliq	Battery Impedance Test Equipment	
	Subtotal - Electrical Equipment Upgrades	60,000
Kugluktuk	Transient Unit Replacement	
Baker Lake	Head Office Building	
Resolute Bay	Transient Unit Replacement	

Resolute Bay	Quonset Garage	
Qikiqtarjuaq	Plant Yard Fencing	
Grise Fiord	Quonset Garage	
	Subtotal - Structural Upgrades	4,883,000
Nunavut	IT Hardware Replacement Unidentified Capital Projects	
	Subtotal – Communications, IT Upgrades & Other	1,617,000
	TOTAL GROSS EXPENDITURES	35,294,000
	Carbon Tax Contributions	500,000
	TOTAL NET EXPENDITURES	34,794,000

Appendix B - 2021-2022 Operations & Maintenance Budget

Amounts in '000		Territorial	Qikiqtaaluk	Kivalliq	Kitikmeot	Total
Revenue	Sales of Power	-	70,897	35,076	27,260	133,233
	Sales of Residual Heat	1,080	-	-	-	1,080
	Other Revenue	7,816	-	-	-	7,816
Total Revenue		8,896	70,897	35,076	27,260	142,129
Expenses	Fuel & Lubricants	-	27,602	12,085	7,997	47,684
	Labour	19,054	8,618	5,456	3,759	36,887
	Supplies & Services	6,859	9,202	4,860	2,851	23,772
	Travel	4,301	758	583	587	6,229
	Amortization & Interest	19,543	-	-	-	19,543
Total Expenses		49,757	46,180	22,984	15,194	134,115

**EXPENDITURE BUDGET 2021-2022
AMOUNT IN '000**



BUDGET SUMMARY REPORT 2021-2022

	AMOUNT IN CAD
TOTAL REVENUE	142,129,000
Fuel and lubricants	47,684,000
	<hr/>
GROSS MARGIN	94,445,000
Payroll	36,887,000
Supplies & Services	23,772,000
Travel & Accommodation	6,229,000
	<hr/>
TOTAL OPERATING EXPENSES	66,888,000
	<hr/>
EARNINGS BEFORE INTEREST, TAX, DEPRECIATION AND AMORTIZATION	27,557,000
Amortization & interest	19,543,000
	<hr/>
NET INCOME	8,014,000

Appendix C – Employment Summary

Departmental Inuit Employment Targets				
Qulliq Energy Corporation	As at Sept. 30, 2020		For March 31, 2022	
		Capacity %		Capacity %
Total Department Positions	208.4		208.4	
Total Filled Positions	175.8	84%	182.6	88%
Total Vacancies	32.6	16%	25.8	12%
Total Inuit	91.8	52%	97.9	54%
Total Executive Positions	2		2	
Total Filled Executive Positions	1	50%	1	50%
Total Vacant Executive Positions	1	50%	1	50%
Total Inuit in Executive Positions	1	100%	1	100%
Total Senior-Management Positions	9		9	
Total Filled Senior-Management Positions	8	89%	8	89%
Total Vacant Senior-Management Positions	1	11%	1	11%
Total Inuit in Senior-Management Positions	0	0%	0	0%
Total Middle-Management Positions	29		29	
Total Filled Middle-Management Positions	21	72%	22	76%
Total Vacant Middle-Management Positions	8	28%	7	24%
Total Inuit in Middle-Management Positions	4	19%	5	23%
Total Professional Positions	99		99	
Total Filled Professional Positions	89	90%	91	92%
Total Vacant Professional Positions	10	10%	8	8%
Total Inuit in Professional Positions	36	40%	37	41%
Total Paraprofessional Positions	45.4		45.4	
Total Filled Paraprofessional Positions	35.8	79%	38.2	84%
Total Vacant Paraprofessional Positions	9.6	21%	7.2	16%
Total Inuit in Paraprofessional Positions	29.8	83%	32.5	85%
Total Administrative Positions	24		24	
Total Filled Administrative Positions	21	88%	22.4	93%
Total Vacant Administrative Positions	3	13%	1.6	7%
Total Inuit in Administrative Positions	21	100%	22.4	100%