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

Business Plan

Government of Nunavut & Territorial Corporations

2022-2026

Legislative Sitting
May/June 2022

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INTRODUCTION

“*Katujjiluta*” 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 *Katujjiluta*, the 2022-2026 Business Plan of the Government of Nunavut is the formal statement of the Government’s goals for the term of the mandate. It includes the plans of eleven departments and five territorial corporations. The Business Plan is a strategic and operational plan tied to the Main Estimates, which provides details of expenditures projected to be incurred.

The Business Plan is introduced by *Katujjiluta*. 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 term of the government.

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 2022-2026 Main Estimates. New priorities for each program are outlined for 2022-2026.

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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Katujjiluta

Government of Nunavut Priorities

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Our Vision

We must look back to see where we have come from, even as we prepare to move forward at an accelerating pace.

Our young territory of Nunavut was founded with pride in Inuit identity and a drive for self-determination. We have a legacy of resistance and perseverance as survivors of colonialism, intergenerational trauma, residential schools, forced relocation, and loss of culture and language.

Nunavut is ready for transformational change and our government is confident in our collective ability to achieve it. We are determined to revitalize and realize our shared vision for our territory. We have much to do.

We will invest in providing care for aging Nunavummiut so our grandparents and parents can live their last years in dignity, closer to family in our territory.

Many of our homes are overcrowded and in need of repair. We will invest in new construction methods and partnerships to increase the range of housing options available to Nunavummiut.

Access to healthcare and mental health supports is crucial to well-being. We will invest in training and community-led programs to ensure that more local and culturally relevant services are available.

Our youth have spoken about their hopes and needs. We will invest in the supports that children and youth need to strengthen self-esteem, develop healthier relationships, gain education and employment, and build a meaningful future.

Nunavummiut are capable people with many skills and abilities. We will invest in sustainable local economies that, along with education and training, will provide more job opportunities and enrich our communities.

We are seeing the early impacts of a changing climate in our Arctic home. Inuit have always drawn comfort and strength from our land. We will invest in infrastructure and a diversified economy in ways that preserve our land and protect the wildlife around us.

Inuit are welcoming people. Our land is now home to people from diverse backgrounds who recognize the opportunity in Nunavut and are contributing to a brighter future for our territory.

As your government for the next four years, we will work in unity. We bring new energy, new ideas, and a renewed spirit of collaboration. We know that we are stronger together and cannot achieve our objectives alone.

Our government has unprecedented opportunities to work collaboratively with Inuit organizations and with other levels of government to achieve tangible outcomes. We will be bridge-builders in developing enduring partnerships that will improve the daily lives of Nunavummiut and lay strong foundations for the future.

Inuit Societal Values

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

Our Priorities

We have identified five urgent priorities to achieve meaningful improvement in the lives of Nunavummiut over the next four years and to lay the foundations for transformative change for future generations:

- Aging with dignity in Nunavut;
- Expanding the housing continuum;
- Enabling health and healing;
- Reinvesting in education; and
- Diversifying our local economies.

The issues we must address together are deeply-rooted, inter-related and difficult to resolve. We recognize that these issues have continued to impact Nunavummiut for decades. Previous governments have endeavoured to make progress in each of these areas and our administration will advance this work by:

- Taking bold and practical action;
- Maximizing the opportunities to establish enduring partnerships for initiatives in the short, medium and long term;
- Reviewing and refreshing existing strategies and plans in order to focus efforts and move forward more rapidly on our priorities;
- Emphasizing actions that have the potential for tangible outcomes in more than one priority area; and
- Ensuring that the public service is optimally-structured, staffed and supported to deliver on our priorities.

Progress towards strategic outcomes in each of our priority areas depends on addressing gaps in Nunavut's Inuit labour force and infrastructure. It relies on reclaiming and strengthening our Inuit identity. We will prioritize:

- Inuit language and culture to strengthen our foundations and our resilience;
- Education and training for employment and self-reliance; and
- Innovative construction methods to increase efficiency and decrease the costs of infrastructure for healthy communities and economic development.

Aging with dignity in Nunavut

Strategic outcomes

- Improvement in daily life for Nunavummiut who are aging
- Enhancements to long-term care facilities and supports for independent living
- Fewer Inuit Elders relocated from their home communities
- More Inuit employed as caregivers for Elders
- Better mental health, physical health, and well-being for those who are aging
- Enduring partnerships with Inuit organizations, communities, and the non-profit sector to enable Nunavummiut to age with dignity and care

Actions to make progress towards these outcomes

We will:

- Develop a comprehensive Elder and senior care strategy and implementation plan with broad input from Elders, families, communities, and partners
- Expedite the construction of regional long-term care facilities with capabilities to meet the needs of Nunavummiut with complex care needs
- Expand and/or renovate existing continuing care facilities
- Provide culturally- and linguistically-relevant training for staff working in continuing care facilities
- Enhance supports to improve daily life in continuing care facilities
- Encourage community-based initiatives to provide Elders/seniors programming and supports for independent or assisted living
- Enable Elders to access more country food

Actions that are already underway:

We will:

- Complete the renovations and reopen the Iqaluit Elders Home to repatriate Elders;
- Build the planned long-term care facility in Rankin Inlet; and
- Accelerate the development of purpose-built housing units for Elders/seniors.

Expanding the housing continuum

Strategic outcomes

- Reduced homelessness
- More family violence shelters, youth shelters, and transitional housing
- At least 1,000 units of all types added to the stock of affordable housing and continuum of housing options
- More Nunavummiut renting or purchasing their own homes
- Increased employment of Inuit in local housing construction and maintenance
- Enduring partnerships with Inuit organizations, the private sector, and other levels of government to expand the housing continuum

Actions to make progress towards these outcomes

We will:

- Identify options for housing those without homes in collaboration with communities and partners in poverty reduction
- Improve the process for allocating social housing units to Nunavummiut
- Review and improve the delivery of Government of Nunavut staff housing
- Prioritize actions to encourage residents to move from Government of Nunavut staff housing and social housing into affordable rental units or homes of their own
- Improve and reinvest in home ownership assistance programs
- Renovate or repurpose existing buildings for use in the housing continuum
- Incentivize the use of Inuit labour in housing construction and maintenance
- Prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs

Actions that are already underway:

We will:

- Continue to add to the stock of affordable, multi-residential housing units with the support of federal funding partners to offset the costs of acquiring land, refurbishing buildings, and constructing the units; and
- Expand trades training and apprenticeships for local housing construction and maintenance.

Enabling health and healing

Strategic outcomes

- Inuit-specific mental health programs and services
- More Inuktitut-speaking counsellors
- More Inuit employed in delivering healthcare, mental health, and addictions programs and services
- Better health and mental health outcomes over time
- Enduring partnerships with Inuit organizations, the non-profit sector, and other levels of government to improve health and mental health programs, services and outcomes for Nunavummiut

Actions to make progress towards these outcomes

We will:

- Investigate and implement trauma-informed practices in healthcare and education
- Encourage and support models of wellness and well-being that are grounded in Inuit identity
- Expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health, and addictions treatment
- Expand opportunities, training, and formal recognition for Inuit to provide culturally- and linguistically-relevant mental health and well-being programs and services
- Engage and recognize more Elders and other community members as advisors local counsellors for Inuit, and in programming on the land
- Promote and provide long-term core funding to support and expand effective models for community-led programs and services
- Work with communities and partners to extend the hours that mental health services are available
- Reinvest in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse, trauma, bullying, and discrimination
- Reinvigorate health and mental health promotions programs

Actions that are already underway:

We will:

- Develop a long-term mental health and addictions strategy to guide and support phased implementation of the new *Mental Health Act*;

- Build the planned trauma and addictions treatment centre in Iqaluit with Nunavut Tunngavik Inc. (NTI) and federal funding partners;
- Continue to expand the use of technology for virtual health care and virtual mental health support; and
- Implement planned workplace wellness programs and supports for Government of Nunavut employees.

Reinvesting in education

Strategic outcomes

- Stronger childhood foundations for Inuit identity, resilience, and learning over time
- Higher rates of attendance and school completion
- Stronger academic achievements
- Improved linkage between available jobs and post-secondary education and training in the territory
- Higher rates of post-secondary education and employment following graduation
- Enduring partnerships with Inuit organizations, education authorities, and other levels of government to encourage and support early learning, educational attainment, and career development

Actions to make progress towards these outcomes

We will:

- Invest in high quality, affordable, flexible, and inclusive early learning and child care programs and services with federal funding partners
- Prepare a new plan to develop and transform Nunavut's early learning and child care sector, with an emphasis on Inuit-centred early learning
- Provide more financial, administrative, training, and Inuktut learning resources to support early learning
- Begin a phased rollout of full-day kindergarten programs
- Accelerate work on an the K-12 Inuit language curriculum and Nunavut-specific learning resources
- Incorporate more life skills and career counselling into the K-12 curriculum to foster self-reliance, self-esteem, and early career direction
- Enhance and support school meal programs with community-based partners
- Increase opportunities for pre-employment work experiences for high school and post-secondary students throughout the year
- Improve the efficiency and effectiveness of FANS and other direct financial aid for post-secondary learners
- Enhance indirect supports for post-secondary learners
- Prepare and implement a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy
- Develop and implement a strategic plan for Inuit language training in the public service

Actions that are already underway:

We will:

- Continue to strengthen the Inuktitut language and education across Nunavut with Nunavut Tunngavik Inc. (NTI) and federal funding partners;
- Implement and expand initiatives to train, recruit and retain Inuit educators with a variety of qualifications;
- Continue to implement improvements in the student-educator ratio; and
- Implement continuing improvements to community learning centres and expand their use for community programming.

Diversifying our local economies

Strategic outcomes

- More communities benefitting from the fishing, harvesting, and tourism sectors
- More local jobs and small businesses
- Increased manufacturing activity in Nunavut
- Increased employment of Inuit in mining and mine-related services
- Increased revenue to artists and craftspeople
- Enduring partnerships with Inuit organizations, the private sector, and other levels of government in economic and labour market development

Actions to make progress towards these outcomes

We will:

- Refresh strategic plans for sustainable economic development and diversification in all sectors
- Increase training for employment in sectors such as mining, arts and crafts, tourism, and small business in partnership with Inuit organizations and the private sector
- Identify and promote opportunities for new local businesses and services
- Investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction
- Repatriate fisheries licences and purchase more fishing quota
- Enhance supports for harvesters
- Create an online marketplace for Nunavut arts and crafts
- Review and improve Government of Nunavut organizational structures to meet increasing demand for programs and services and to identify opportunities for further decentralization

Actions that are already underway:

We will:

- Identify and help to address needs for critical infrastructure and transportation of goods with regional Inuit organizations, federal funding partners, and airlines to enable and support economic development in all sectors; and
- Continue to prepare for devolution of responsibilities for Crown lands and resources.

Reporting on Our Progress

Our mandate establishes the direction for priority actions that will be implemented by the Government of Nunavut's departments and territorial corporations.

The Sixth Assembly developed our government mandate collaboratively at a time when the ongoing COVID-19 pandemic is creating uncertainty for people, governments, industry, and supply chains worldwide. Despite these unpredictable times, we are committed to an ambitious and forward-looking agenda. We are also prepared to adapt and adjust in response to the challenges that we may encounter.

Our government's mandate is a short four years and we may experience challenges along the way. We are, however, confident that Nunavummiut will see tangible progress on all of our priorities.

Departments and territorial corporations summarize their operational priorities and the progress they are making in annual business plans, which are available to Nunavummiut on the Department of Finance's webpage. Annual reports are also required and tabled in the Legislative Assembly for some areas of operation.

We are introducing additional ways of reporting to Nunavummiut on the actions we are taking and our progress towards the strategic outcomes we expect to see over time. While we will continue to provide information about operational priorities in business plans and annual reports, we will communicate our government's accomplishments in more contemporary and accessible ways.

In reporting on our progress, we will:

- Announce specific achievements and initiatives in a timely way;
- Identify and report on meaningful indicators to show tangible outcomes as they occur throughout each year; and
- Table and release formal reports on our progress and accomplishments at the mid-point and end of the Sixth Assembly's time in office.

We welcome this opportunity to demonstrate our accountability to Nunavummiut and funding partners as we begin our journey of transformational change in Nunavut.



Environmental Scan

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ENVIRONMENTAL SCAN

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ENVIRONMENTAL SCAN

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

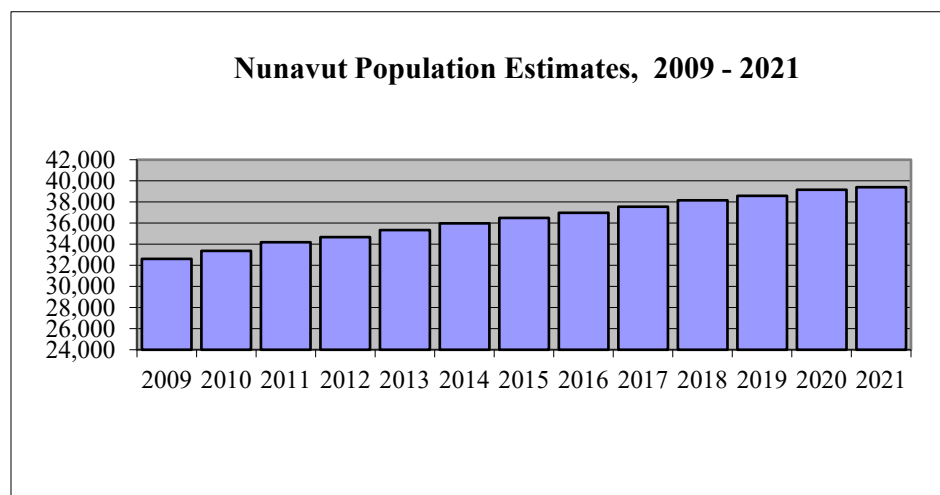
The environmental factors having the most direct impacts on our work include:

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

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

Demographics

Nunavut has Canada’s youngest and one of the fastest growing populations. On average, the population has been growing by 1.7 percent annually since 2008. In total, the population has grown by 20.9% percent over the past 12 years. By comparison, Canada has grown an average of 1.1% annually or by a total of 13.7% over the same period.



Source: Statistics Canada, Demography Division

As of 2021, the median age of the Nunavut population was 26.5 years, compared to 41.1 years in Canada. The youthfulness of Nunavut is apparent, as 31.3% of the population is below the age of 15, compared to 15.7% in Canada. Despite the youthfulness, the number of seniors has increased

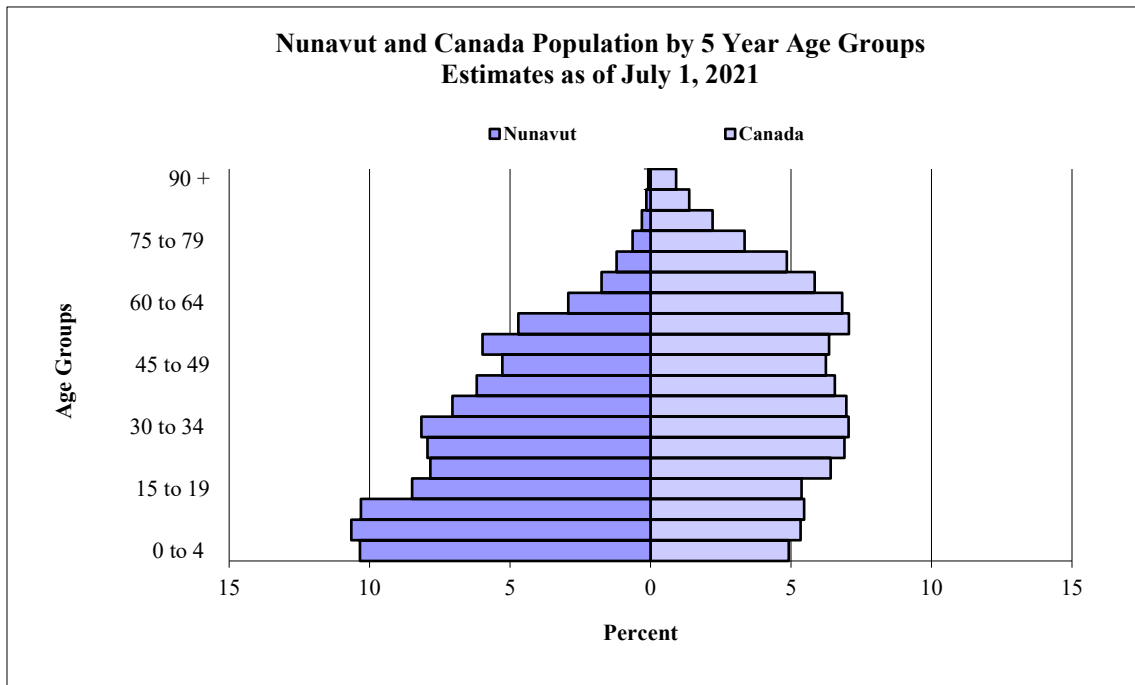
by 66% since 2009. Nunavummiut over 64 make up 4.1% of the population, as compared to 18.5% in Canada.

**Nunavut and Canada Population by age groups
Estimates as of July 1, 2021**

Age Groups	Nunavut	Canada	Nunavut %	Canada %
Less than 15 years	12,336	6,018,084	31.3	15.7
15 to 64 years	25,440	25,146,232	64.6	65.7
65 years and over	1,627	7,081,792	4.1	18.5
Total	39,403	38,246,108	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 39,403 (as of July 1, 2021). This results in a population density of only 0.02 people per square kilometre. By comparison, Canada has a population density of around 3.8 people per square kilometre (based on 9.985 million km², with a population of 38,246,108).

Nunavut Community Population Estimates as of July1, 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	Kimmirut	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 relatively large public and mining sectors. Other industries hold great potential for growth, such as fisheries, the arts, and tourism.

Economic development in the territory faces many 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 factors result in high business costs, low employment rates, and economic distortions.

Economic Development and Entrepreneurship

Compared to other Canadian jurisdictions, the private sector represents only a small portion of the economy. Local human resource capacity issues limit the growth of the economy generally, and the entrepreneurial sector specifically. Many business opportunities require management skills, capital, and marketing expertise that small business owners and potential entrepreneurs in Nunavut do not possess. There is a need to support the young and growing population of Nunavut by addressing such capacity issues through education, training, and skills development in business. Further, 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 exploration and investment. The development of Nunavut's mineral resources is consistent and shows great potential. In recent years, projects in this sector have resulted in significant benefits to Nunavummiut such as training and employment opportunities.

In the Kivalliq region, Agnico Eagle Mines Limited (Agnico Eagle) operates two gold mines (Meadowbank and Meliadine). In 2018 and 2019, deposit depletion caused a decline in gold production at Meadowbank. Gold production is now on the rise as a result of Agnico Eagle's transitioning of operations to the nearby Amaruq Property, which contains the Whale Tail deposit and the V Zone (IVR Zone). Agnico Eagle announced commercial production in September 2019 and in December 2020 for the Whale Tail deposit and the IVR Zone respectively. Agnico Eagle plans to continue the development of the new Amaruq underground project with commercial production expected to begin in late 2022.

Operations at Meliadine continue, including the development of the Tiriganiaq deposit. Extraction at the Tiriganiaq deposit is planned to continue until 2027. Other activities by Agnico Eagle near Meliadine include limited exploration drilling at Normeg, Wesmeg, and Discovery deposits.

In the Qikiqtaaluk region, operations at Baffinland Iron Mines Corporation's (Baffinland) Mary River mine continue. The high grade of the ore produced at the Mary River project allows for direct shipping without further treatment, it also commands a premium on the market. In 2020, a total of 6.0 million tonnes (Mt) of ore was transported by haul trucks along the Tote Road and stockpiled at Milne Port; additionally, a total of 5.5 Mt of ore was shipped from the Project's Milne Port to international markets (July–October). Currently, the Nunavut Impact Review Board (NIRB) is reviewing Baffinland's Phase 2 Expansion proposal. Approval of this proposal would entail nearly doubling production, improving 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.

In the Kitikmeot region, Agnico Eagle owns the Hope Bay project and property which includes the Doris Mine, the Doris deposit, the Madrid deposit, and the Boston deposit. Agnico Eagle acquired the Hope Bay project from TMAC Resources Incorporated (TMAC) in February 2021. Before the acquisition, TMAC had 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. In last quarter of 2021, Agnico Eagle stopped milling operations and focused on site activities to support

exploration at the Doris and Madrid deposits. Agnico Eagle plans to ramp down remaining operational activities at the Doris mine and increase exploration activities primarily on Doris (both surface and underground) and the Madrid and Boston deposits.

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 which could hold significant economic potential for future exploration and development. For example, estimates of undiscovered and discovered conventional resources from the Geological Survey of Canada range from 18 to 267 billion barrels of oil and 180 to 1,228 trillion cubic feet of gas. However, as most current knowledge is dated, significant future exploration activity will be required for a more accurate picture of Nunavut's oil and gas potential.

The Government of Nunavut acknowledges that this industry has the potential to generate significant economic benefits for Nunavut, if permitted to develop under favourable market conditions. Currently, a federal moratorium on offshore oil and gas leasing in the Canada's Arctic waters is in place until December 31, 2022.

Marine Resources and Fisheries:

Nunavut comprises 42% of Canada's marine coastline and subsequent adjacent marine waters. Nunavut's marine waters contain diverse, unique, and productive marine environments that host vibrant, diverse, and healthy stocks. All communities in Nunavut are adjacent to water bodies, with all but one community being coastal. As such, communities rely on their local waters for important subsistence foods such as seals, clams, and fish.

Additionally, all Nunavut communities either has an on-going commercial (for sale) fishery or has the potential to create one. Nunavut's fisheries are the territory's most significant renewable resource. Fisheries in Nunavut include inshore fisheries of fish and benthic invertebrates (e.g., sea cucumbers and clams) and significant offshore fisheries for Greenland Halibut (Turbot) and Northern Shrimp.

The offshore fisheries in Nunavut's adjacent water between Baffinland and Greenland annually land catch estimates of up \$200 million – with Turbot being worth up to \$130 million and shrimp approximately \$70 million (Fisheries and Oceans Canada, Economic Evaluation). These fisheries offer a variety of annual and seasonal employment opportunities for Nunavummiut and efforts are being taken to increase Inuit employment. Recent estimates indicate that approximately 40% of these jobs are filled by Inuit (Nunavut Fisheries Associated Economic Scope).

In communities, inshore fisheries for Arctic Char, Lake Trout and Turbot are providing much needed local employment opportunities to fishers. These fisheries support both commercial and subsistence activities.

A main challenge to the development of Nunavut's fisheries is insufficient federal investment in the areas of research, access to adjacent water quota, and marine infrastructure. Addressing these

issues is crucial and requires attention and collaborative action between relevant partnerships inside and outside of the Government of Nunavut.

Sealing is important part of Inuit culture as it helps produce food, clothing, fuel, and connection with the land; additionally, sealing can provide economic opportunities to Nunavummiut. Supporting all aspects of the sealing economy from harvesting to use of post hunt products (e.g., coats, earrings, meat) for both subsistence and commercial purposes, in a way that is beneficial to Nunavummiut and culturally respectful is essential.

Currently, the sealing sector faces challenges including misinformation on sealing sustainability, international bans on seal products and general lack of information on the importance of this sector. Efforts to educate and properly inform the public is critical to providing Nunavummiut a chance of having a meaningful and respectful economic sector.

Tourism and Cultural Industries

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. However, 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 markets outside of the territory. 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's distinctive attractions, such as Inuit cultural activities, the arctic environment and wildlife could form the basis of entrepreneurial activities that help create sustainable livelihoods for Nunavummiut through the development of tourism. Tourism brings external capital into the territory, promotes Inuit culture, and enhances Nunavut's reputation in Canada and abroad.

The economic impact of tourism in Nunavut is also on the rise. Looking at cruise ships in 2019, over \$721,000 were spend in the communities by tour operators. This is in addition to personal spending of the 4,611 passengers that disembarked and visited the communities. Coordination and combined promotion of the arts and tourism industries has potential to increase external revenue streams.

While air travel costs and access remain the main obstacles impacting the growth of this sector, Nunavut remains a lesser-known destination. Further work is required to build awareness of Nunavut as a tourist destination that offers its visitors opportunities to experience authentic and unique indigenous culture.

Labour Market

Nunavut's labour market is unique, with the vast majority of jobs being in the public sector. Private sector employment primarily comes from mining and construction industries. Private sector employment from enterprises seeking to establish themselves in Nunavut are often hindered by high costs, limited access to office and workspace, and high rates of employee turnover.

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.

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.

The Nunavut Bureau of Statistics monitors and reports monthly on labour force statistics. On average, from December 2020 to February 2022, the number of employed people in Nunavut was estimated at 16,600, which was down from the same period in the previous year. Also, on average for December 2020 to February 2022, the employment rate stood at 65.3%, while the unemployment rate was estimated at 14.0%.

In the short-term, over the past 12 months, employment for Inuit showed an increase and non-Inuit residents has been showing signs of increase. The Inuit employment rate increased 19.6 percentage points or from 37.8% to 57.4%. For Non-Inuit, the rate went up by 5.2 percentage points and currently stands at 96.3%.

Career Development

As of March 16th, 2022, there were 111 active apprentices and 12 trade qualifiers, people who are in the process of applying for journey person 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.

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 continue to be developed and delivered to enhance current youth programming. Ongoing partnerships and programming for youth include land based, holistic and technology focused programming.

Persons with disabilities remain the most underrepresented group in the workforce across Canada, with many social and economic challenges that stand in the way of obtaining and keeping employment.

Income Assistance

Income Assistance encompasses 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.

During the global COVID 19 pandemic, the Income Assistance program saw a significant decrease of clients due to the number of Nunavummiut who received federal financial benefits. With CERB/CRB applications closed as of December 22nd, 2021, it is expected that there will also be more income assistance applications starting in 2022.

(Iqaluit)				
Low Barrier Shelter (Iqaluit)	17	11 men/4 women	37	8pm-8am
Omingmak Men's Shelter (Cambridge Bay)	16 + drop-in centre	19	3	24 hours

While community organizations are slowly filling the gaps along Nunavut's housing continuum, there remains a significant disparity in the availability and accessibility of transitional, supportive, and suitable, affordable housing options needed to help Nunavummiut move out of homelessness towards independent living.

Transitional Housing Options as of 2021-22

Organization	Location	Transitional Housing # of Beds	Occupancy Status
YWCA Agvvik Nunavut	Iqaluit	8	Full
Uqutaq Society	Iqaluit	30	Program not yet fully operational
Kitikmeot Friendship Society	Cambridge Bay	4	Program not yet operational

It is important to note that shelter occupancy statistics do not capture hidden homelessness in the territory (i.e., couch surfers), nor does it capture the Nunavummiut who live in shacks, boats, or other places not meant to be housing. The *Blueprint for Action* states that thirty-eight percent of social housing tenants live in overcrowded conditions. In communities outside of Iqaluit, this can be as high as 72%¹. Overcrowding is a stressor that has resulted in an increase in violence, substance abuse, conflict and suicide.

As of 2021, **77,6%** of Inuit in Nunavut over the age of 15 reported their household was food insecure. While the same number for the rest of Canada is less than 35% and according to the 2017/18 Canadian Community Health Survey, 79% of Nunavut's children live in food insecure

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.

¹ Government of Nunavut (2016). *The Blueprint for Action on Housing*.

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. The evaluation of *Makimaniq II* is expected to be finalized by early Summer 2022, followed by the creation of the new *Makimaniq III*.

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.

There are five operational family violence shelters in Nunavut: Kugluktuk, Kugaaruk, Rankin Inlet, Iqaluit and a newly opened shelter in Cambridge Bay. Increased funding will be used for four (4) new family violence shelters in Gjoa Haven, Baker Lake, Pangnirtung and Pond Inlet. These new shelters respond to the growing requests from communities for safe spaces.

Social and Cultural Environment

Culture and Heritage

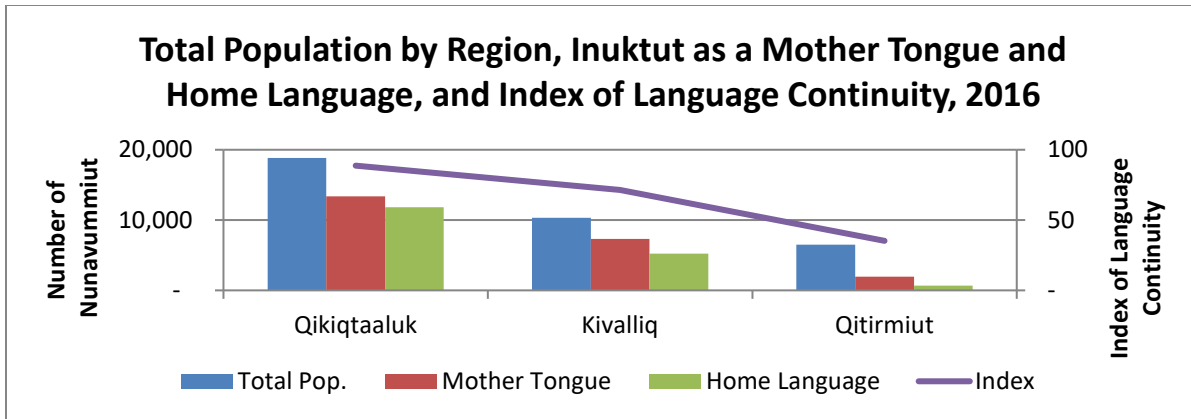
Nunavummiut have expressed a desire to have a government that reflects Inuit values, traditional knowledge, and approach to life. The Government of Nunavut continues to work at integrating Inuit Societal Values in all of the government's policies, programs, and workplaces; makes progress towards a representative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

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 has the largest population and number of Inuktitut 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 Inuktitut 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 Inuktitut remains at the forefront of Inuit society. In 2008, Nunavut adopted unique and historic legislation to protect and promote Inuktitut. 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 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 indigenous 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. This 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 continues to be committed to implementing its language legislation. Uqausivut 2.0, the government's comprehensive language implementation plan, was approved in 2018. The Government of Nunavut will review, evaluate and update the Uqausivut 2.0 Plan to implement the provisions of the language laws, and set out detailed areas of focus and strategies that are 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. Through Katujjiluta, the government will make its legislation and policy more effective and relevant by using Inuit Qaujimagatuqangit and Inuit Societal Values. Iviqtippalliajut, gives 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 is required to ensure that Inuit Societal Values are in the forefront of every government decision. Iviqtippalliajut will be assessed to identify areas for improvement to ensure that the Government of Nunavut integrates Inuit Qaujimagatuqangit and Inuit Societal Values in its operations.

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

Inuit language and culture are our foundation and strengthen our resilience. Community-based Inuit Societal Values' initiatives promote Inuit Qaujimagatuqangit and strengthen the role of Elders in cultural reclamation and revitalization in Nunavut. These programs identify gaps in and help address community and social wellness as well as transmitting language and culture to younger generations.

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 that can have negative impacts on the self-esteem of our youth. The suicide prevention strategy draws attention to the most alarming of these challenges, and the new action plan will build on the successes and evaluation of the current and previous action plans.

Elders

The majority of elderly people in Nunavut are unilingual Inuktitut speakers who face challenges in accessing programs and services provided by governments and other organizations. This further highlights the urgency to focus on using Inuktitut 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 Inuktitut toponymy. The archival record is captured in written documents, photographs, moving images and oral histories that represent political developments, family histories, Inuktitut dialects, and evolving traditions. The Government of Nunavut has made steps to ensure the proper care of its heritage collections until such time as Nunavut has its own heritage infrastructure. Nunavut's community libraries are a vital part of the information environment of Nunavut and its residents.

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.

For the revitalization of the child care sector, the Government of Nunavut signed the Canada-Wide Early Learning and Child Care Agreement with the Federal Government on January 24, 2022. This agreement aims to ensure child care is accessible, high quality, affordable and inclusive of all children aged 0-6.

In recognition of the importance of supporting parents and families, the Government of Nunavut and the Government of Canada renewed the Canada-Nunavut Early Learning and Child Care Agreement for a four-year term ending in 2025. 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 57.7% in 2020/21 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 technology capacity in the Canadian Arctic. In addition to these infrastructure-related challenges, social determinants of health such as lack of housing, food insecurity, and rapid cultural and linguistic change have a major impact on health outcomes. For these reasons, issues like substance use, addiction, suicide and tuberculosis (TB) remain a serious concern in Nunavut. 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.

The Government of Nunavut recognizes the importance of improving the health and wellbeing 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 eating nutritious foods and reducing the harms of 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.

Healthy living also 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.

In addition to existing services, programming, promotion and prevention initiatives, the Department of Health develops legislation to improve Nunavummiut’s quality of life and health, as demonstrated by the enactment of the *Tobacco and Smoking Act* and the *Mental Health Act* in Spring 2021. Legislation such as the *Mental Health Act* will, among other things, improve suicide prevention and postvention services. Other important projects such as the Addictions and Trauma Treatment plan will contribute to improving quality of life. The opening of the Nunavut Recovery Centre Health will result in safer care for people with addictions and traumas, and address Inuit-specific needs.

TB continues to be an issue facing Nunavummiut. In 2021, there were 77 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 committees when it comes to their health and wellbeing. For instance, the Department of Health has been supporting the COVID-19 response while continuing to provide safe, health care services to Nunavummiut.

These efforts include the Department of Health’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, as demonstrated by the Nunavut Recovery Centre;

- Providing culturally-appropriate care closer to home for elders through the development of options for long-term care facility in each region of Nunavut;
- Actively undertaking initiatives to reduce the impacts of nursing staffing shortages, which was exacerbated by the pandemic.
- 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 cultural competence training.

Health Information

The Department of Health's Interoperable Electronic Health Record program called MEDITECH is used in all 25 Nunavut communities and two referral centres in Ottawa and Winnipeg. MEDITECH provides the Department with a modern, precise and secure clinical information system that allows healthcare providers quick access to patient records for more coordinated and efficient healthcare services, while ensuring enhanced privacy and security of personal health information, regardless of where the patient was seen in, or even outside, the territory.

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. The Unit is continuing to expand the use of virtual care programs, by both capacity and utilization in all regions and across multiple clinical program areas, and establish new services. This includes access to virtual mental health services. Health is also working on health information privacy legislation.

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.’

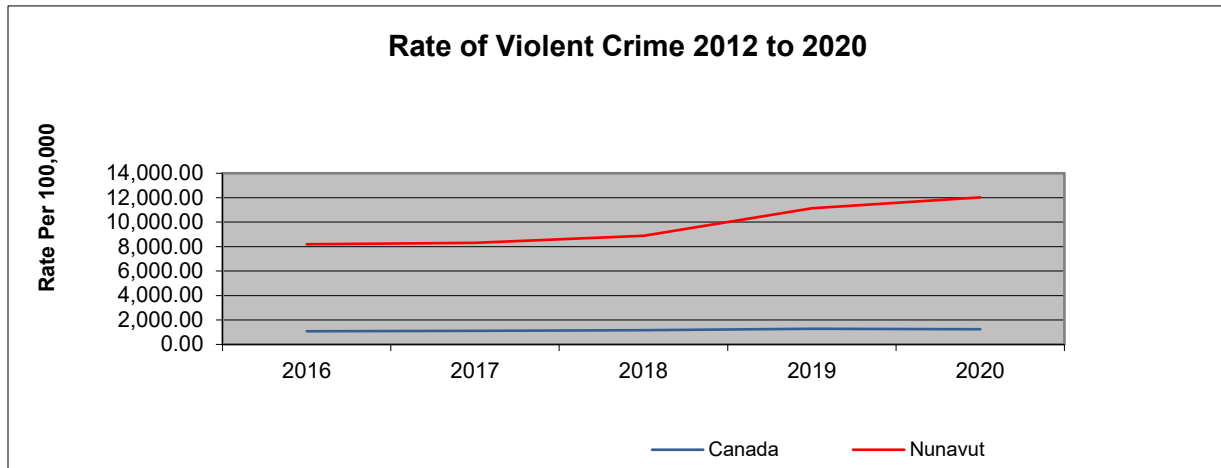
The rate of family violence in Nunavut is 10 times the national average. The Government of Nunavut continues to provide community-level support to those experiencing family violence through services delivered by Community Social Services Workers, Family Resource Workers, Family Violence Shelters, and 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

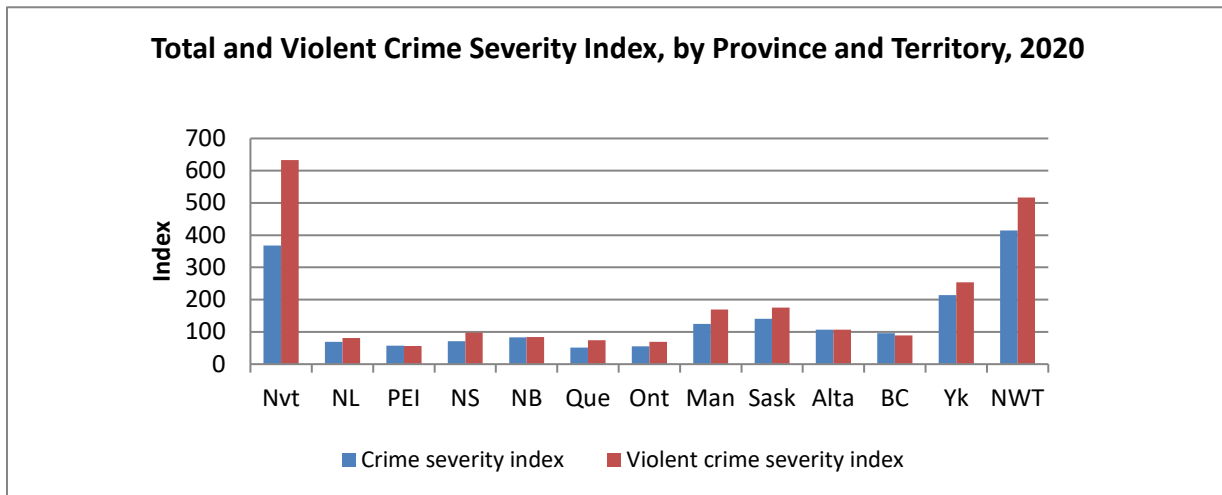
A number of factors create unique challenges for the administration of justice in Nunavut. These include a high incidence of crime (particularly violent crime), addiction, mental illness, and the resultant strain on the resources of the courts, corrections and police.

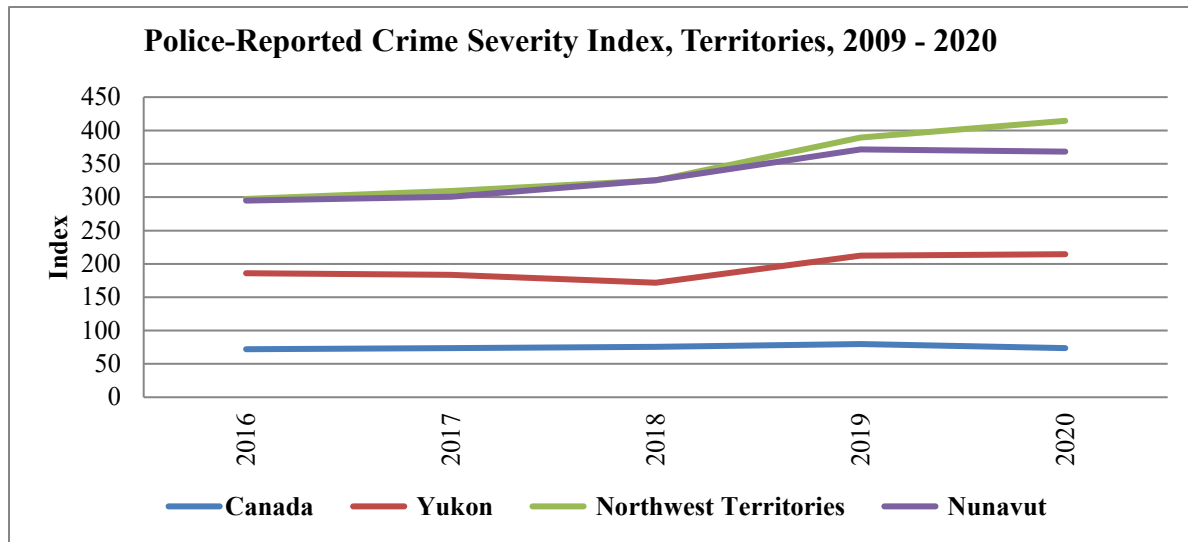
Crime Rate

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 2020 was 368.44, which is now below the Northwest Territories (414.46), however remains above the national average of 73.44.





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, support for offenders to successfully reintegrate in their communities, as well as programs and services for victims. However, prevention requires examination of existing systemic barriers and development of programs and resources to tackle said systemic barriers. In partnership with Justice Canada and Nunavut Tunngavik Inc, Community Justice division developed Therapeutic Justice Program as an Indigenous led alternative measures to the criminal justice system. The Department of Justice, in collaboration with Legal Services Board, will provide independent legal advice and legal representation for victims of intimate partner violence and sexual assault.

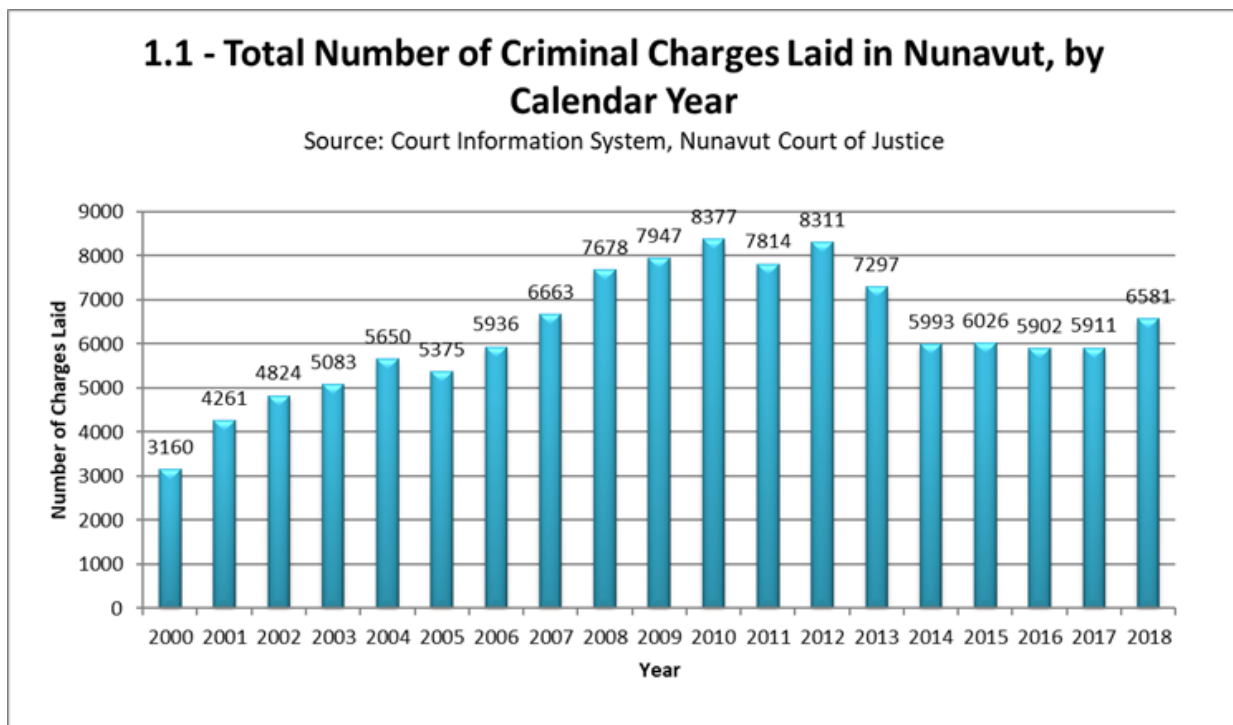
Corrections

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, the Aaqqigiarvik Correctional Healing Facility in 2021. 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.

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 173 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 RCMP have also worked to enhance their capacity to investigate sexual assault and other crimes involving victims. RCMP have establish a special investigation team as well as a Family Based Violence Coordinator.

The Department of Justice and the RCMP agree that police should represent the community they seek to protect. Therefore, both parties agree recruitment of Inuit officers and the promotion of Inuktitut among officers must be a priority. Inuktitut training, increased community involvement, youth programming, and a dedicated recruiting unit have been implemented to promote the force and encourage Inuit to consider a career in policing.

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.

LSB maintains stable practice and services delivery in the criminal, family and civil portfolios. In 2018/19 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 limited. 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 reduce climate change impacts, 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's economy is dependent on the importation of goods and services from outside of the territory. As such, a reliable and efficient transportation system is essential to help meet the needs of Nunavummiut.

At present, air transportation is the only year-round means of accessing Nunavut's communities and traveling to and from southern Canada. Currently, many of Nunavut's 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 and airport lighting project is underway for Sanirajak, and mobile equipment shelters are being planned for seven communities. Projects for the replacement of air terminal buildings in Rankin Inlet, Chesterfield Inlet, Naujaat, Kugluktuk, Whale Cove and Kimmirut are also underway.

All Nunavut communities depend on access to the sea for annual re-supply and or participation in traditional harvesting. Some communities rely on this access for an emerging and increasingly important commercial fishery. Most communities lack adequate marine facilities, and this impacts 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.

The Government of Canada now recognizes the need for federal investments in Nunavut's marine infrastructure. In recent years, the federal government has provided funding for major marine infrastructure projects in Iqaluit and Pond Inlet. In 2021, federal funding was approved for Qikiqtarjuaq's deep-water port was through the National Trade Corridors Fund. Additionally, harbour projects, associated with the federal Tallurutiup Imanga National Marine Conservation Area, are planned for Arctic Bay, Clyde River, Resolute and Grise Fiord. Four harbours associated with other proposed federal marine protected areas are also under consideration. Finally, through contributions from the federal Oceans Protection Plan, the Government of Nunavut is undertaking

a scoping study of marine infrastructure opportunities and priorities across the territory, as well as sealift and fuel re-supply infrastructure improvement projects in nine communities.

With respect to the potential for road transportation, the Kitikmeot Inuit Association remains committed to advancing the Grays Bay Road and Port Project. Additionally, the Government of Nunavut, with partial funding through the National Trade Corridors Fund, is initiating a major study in support of a proposed all-weather road to connect between five communities in the Kivalliq region.

Communications

The Government of Nunavut is on the threshold of a vital digital transformation in technology. With opportunities such as undersea fibre, Low Earth Orbit Satellites (LEOS), cloud-based technologies, there is opportunity to help improve and enhance government programs and services. Canadian Radio-Television and Telecommunications (CRCT) has stated that to close the digital divide, broadband is an essential service and have mandated 50/10 Mbps.

In addition, there has been a global shift in technology due to the Covid-19 pandemic. Enormous leaps in technology to enable people to work from home, complete post-secondary curriculum online, attend appointments through video and audio conferencing. These great leaps in technology have the opportunity to enhance and develop the quality of life for Nunavut's remote 25 communities and help keep us connected.

Improved broadband for residents and businesses is critical to the health and sustainability of Nunavut communities, and many critical services for Nunavut will depend on the governments' ability to increase telecommunications capacity across the territory. Nunavut's population is young, with 48% of residents being under the age of 24, for this demographic, access to quality broadband is essential for economic and social prosperity.

The benefits of increasing Nunavut's broadband capacity are infinite. Nunavummiut will have access to a wider range of health care that is not yet available due to a result of limited capacity. Health will be able to conduct online appointments, enhanced telehealth, reduced medical travel and much more. Education will have opportunities to improve their service delivery from grade school to college and university programs by accessing online specialists and additional resources for students i.e.: speech therapists, tutors, and counsellors. The ability to access cloud-based services and other digital technologies will enable new business opportunities and improve operations in all sectors of our economy including mining, data centres and the service industry. Family Services will have the ability to do conduct counselling programs, meet with clients, connect families virtually and access mental health support services.

The Government of Nunavut IM/IT's Telecommunications Strategy will meet the growing telecommunication needs for all Nunavut communities by providing equitable, reliable, affordable high-speed internet services that enable equal access to all 25 communities.

Support for Municipalities

Financial reporting for Nunavut municipalities has been improving, however recruitment and retention of staff within Municipalities continues to be a challenge. Improving the capacity and stability of senior staff remains the key to keeping communities financially sound.

Community and Government Services is assisting and supporting municipalities with the challenges of asset management and maintenance. Part of this initiative includes setting up Asset Planner, a computerized maintenance management system, specifically for municipalities to replace the older and outdated system currently in place.

Along with this system, the department is 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 of municipal assets.

The department will continue its municipal support surrounding Asset Planner. 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 challenge of mobilizing local construction resources in combination with short building seasons and a limited labour market continues to escalate the costs of developing and maintaining municipal 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 Sustainability Plans were established in 2021 as part of the Canada Community Building Fund (formerly 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, which provides each municipality with the ability to annually update their infrastructure priority list.

The Department of Community & Government Services continues to lobby for access to funding with flexible delivery mechanisms and works to deliver funding with departments such as Infrastructure Canada and Environment and Climate Change Canada. Infrastructure programs for Nunavut must be relevant to the needs and priorities of the Territory, while reflecting the unique issues faced in Nunavut.

Federal funding is critical for the development of infrastructure in communities, but available funding is limited with regards to the infrastructure deficit in Nunavut. The Government of Nunavut continues to refine the capital planning process to have greater emphasis on community

participation, input through the Integrated Community 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.

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, and water plant operator 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, representative and sustainable public service leads to an efficient government. The Government of Nunavut (GN) is committed to attracting, developing, and retaining skilled and engaged employees who are dedicated to contribute to the well-being of Nunavummiut and a positive future for the territory. The GN offers a suite of training and development initiatives and

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, critical shortage of staff housing and the COVID-19 global pandemic continue to make it a challenge for the GN to reach full staffing capacity.

There are a number strategic activities the GN is focusing on to build and improve capacity. These include the implementation and reporting on the progress of the departmental Inuit Employment Plans' targets; 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; targeting and prioritizing the needed skills; reviewing and improving the staffing processes; and targeted training and career development for Inuit employees.

As of December 31, 2021, GN departments and public bodies had an average capacity of 65%. This number varies from community to community, for example, Grise Fiord and Whale Cove were at 77%, whereas Pond Inlet was at 56%. The 2020-21 Public Service Annual Report indicates the retention rate as 92%. 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 Inuit Executive Leadership Program and the existing 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 December 31, 2021, overall Inuit representation across all employment categories in the public service was 50%. There were 5,352 GN positions, with Nunavut Inuit occupying 1,752 of

the 3,498 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 39% in Resolute Bay to 74% in Clyde River 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 Nangminiaqtunik 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 Nangminiaqtunik 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.

It is unclear the impacts of the future price of oil, and the impacts this will have on the Government of Nunavut, residents and businesses within 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:

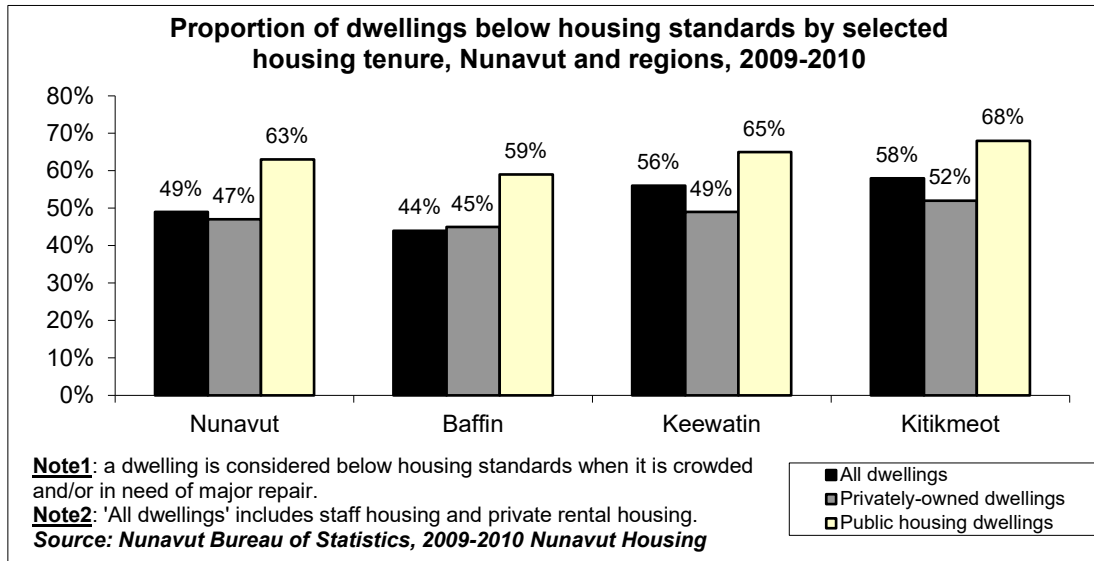
- 35 % of Nunavut homes were overcrowded;
- 23% of Nunavut homes were in need of major repairs;
- Approximately 4% of the population (1,220 individuals) was “homeless” – including those living temporarily in another person’s dwelling.

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 January 2022, there were 5,826 public housing units across the territory, with an estimated gap of approximately another 3,100 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 approximately 22,700 public housing tenants in 5,826 units. In all, 76% of those living in public housing and over the age of 18 earn less than \$33,280 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.

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.

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INUIT EMPLOYMENT PLAN – Government of Nunavut Departments

Introduction

The Government of Nunavut is committed to achieving a representative workforce with the guidance of Article 23 of the *Nunavut 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, 2021 by occupational category:

September 30, 2021	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	35	3	32	91%	13	41%
Senior Management	159	43	116	73%	26	22%
Middle Management	431	128	303	70%	81	27%
Professional	1744	487	1258	72%	343	27%
Paraprofessional	994	365	629	63%	380	60%
Administrative Support	1356	498	858	63%	738	86%
TOTALS	4719	1524	3195	68%	1580	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 Sivuliqtiksats intern positions. The table above reports on the number of incumbents whether they are working full time or part time.

Inuit Employment Plan - Departments

The following table is a snapshot of the public service as of September 30, 2021 by department:

September 30, 2021	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Community & Government Services	464	139	325	70%	131	40%
Culture and Heritage	104	36	67	65%	55	82%
Economic Development & Transportation	155	59	96	62%	59	61%
Education	1446	249	1197	83%	562	47%
Environment	134	36	98	73%	47	48%
Executive & Intergovernmental Affairs	96	38	58	60%	43	74%
Family Services	231	74	157	68%	64	41%
Finance	242	83	159	66%	95	60%
Health	1292	603	689	53%	358	52%
Human Resources	117	46	71	61%	40	56%
Justice	439	160	279	64%	127	46%
TOTALS	4719	1524	3195	68%	1580	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 respectively and cooperatively towards a representative workforce in the spirit of *Turaaqtavut*. Progress will occur by creating and enhancing opportunities for Inuit employment by identifying and providing practical tools to hire Inuit in all departments and agencies.

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

Government Wide Plan

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

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

Carrying out these initiatives across the departments and agencies will result in the Government of Nunavut achieving enhanced Inuit employment by March 31, 2023. The following identifies the targets by occupational category:

March 31, 2023	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	34	2	32	94%	14	44%
Senior Management	161	20	141	88%	35	25%
Middle Management	432	99	333	77%	110	33%
Professional	1770	440	1330	75%	538	40%
Paraprofessional	1019	312	707	69%	428	60%
Administrative Support	1433	423	1011	71%	885	88%
TOTALS	4850	1296	3554	73%	2010	57%

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 Sivuliqtiksat intern positions. The table above reflects the aggregated total of full time and part time positions.

The following is a snapshot of the Inuit employment targets for March 31, 2023 by department:

March 31, 2023	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Community & Government Services	466	130	336	72%	137	41%
Culture and Heritage	109	29	80	73%	68	85%
Economic Development & Transportation	160	49	111	69%	68	61%
Education	1457	141	1316	90%	775	59%
Environment	137	29	108	79%	60	56%
Executive & Intergovernmental Affairs	97	21	76	78%	60	79%
Family Services	231	47	184	80%	84	46%
Finance	249	86	163	65%	107	66%
Health	1366	589	777	57%	435	56%
Human Resources	117	15	102	87%	66	65%
Justice	462	160	302	65%	150	50%
TOTALS	4850	1296	3554	73%	2010	57%

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 Sivuliqtiksat intern positions. The table above reflects the aggregated total of full time and part time positions.

Initiatives Specifically Designed for Inuit

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

Priority Hiring Policy

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

Restricted Competitions

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

Sivuliqtiksat Internship Program

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

Trainee and Internships

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

Inuktitut as a First Language

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

Policy Foundations Program

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

Amaqtaarniq Education Program

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

Career Broadening Program

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

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

Training Travel Fund

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

Initiatives Available for All Government of Nunavut Employees

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

Policy Development Program

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

Hivuliqtikhanut Leadership Program

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

Education Leave

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

Trainer's Allowance

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

Learning and Development Courses

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

Specialized Training Fund

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

Mentorship

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

Inuktitut as a Second Language

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

Learning Plans

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

Occupational Certificate Training Programs

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

Restricted Competitions

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

Summer Student Employment Equity Program

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

Transfer Assignments

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

Orientation

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

Specific Departmental Initiatives

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

**Department of
Executive and
Intergovernmental
Affairs**

**Business
Plan**

2022-2026

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CORE BUSINESS

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

	Budget (\$000)			
	2021-22	2022-23	2023-24	2024-25
Directorate	10,485	10,991	8,916	8,916
Strategic Planning	3,126	2,896	2,972	2,706
Intergovernmental Affairs	5,325	5,067	5,067	5,067
Devolution Secretariat	2,394	2,695	2,695	2,695
TOTAL	21,330	21,649	19,650	19,384

Katujjiluta

The Department of Executive and Intergovernmental Affairs provides a central coordination role in the implementation of Katujjiluta mandate actions, with the goal of ensuring the Government of Nunavut meets strategic outcomes envisioned in the mandate.

The department's responsibilities include specific leadership for the following mandate commitments of the 6th Legislative Assembly:

- Lead (on an interim basis) the development of a comprehensive elders and senior care strategy with broad input from elders, families, communities, and partners.
- Review and improve Government of Nunavut organizational structures to meet increasing demand for programs and services and to identify opportunities for further decentralization.

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 Katujjiluta priorities are implemented.

Department of Executive and Intergovernmental Affairs

- Collaborate with other departments on joint efforts to achieve mandate objectives.
- Coordinate the government communication strategies and ensure consistent messaging.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
Premier's Office		1,356	1,261	1,261	1,261
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.					
Ministers' Offices		3,045	3,771	3,771	3,771
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	335	335	335
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		679	695	695	695
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		1,295	1,191	1,191	1,191
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		341	339	339	339
The Utility Rates Review Council is an arms-length advisory council. It responds to its mandate as set out in the <i>Utility Rates Review Council Act</i> . It provides advice and recommendations to the responsible Minister of a designated utility or any other Minister. It advises on matters concerning the imposition of rates and tariffs related to the provision of electricity service, permission for major capital projects and any other matters related to a utility that are referred to the Council. This regulatory model helps balance the public interest in the context of the objective of providing safe, reliable and affordable electricity service to the ratepayers of Nunavut by Qulliq Energy Corporation.					

Communications	1,554	1,732	1,324	1,324
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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	1,667	-	-
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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	10,485	10,991	8,916	8,916
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Priorities (2022-23)

- Provide government-wide coordination on the implementation of Katujjiluta priorities and develop an outcome-based performance plan to show progress towards achieving mandate objectives.
- Ensure that the government maximizes opportunities to establish enduring partnerships for Katujjiluta initiatives in the short, medium and long term.
- Review existing departmental strategies and plans in order to focus efforts and move forward more rapidly on government priorities.
- Through the department’s central agency role, emphasize actions that have the potential for tangible outcomes in more than one priority area in Katujjiluta.
- Ensure that the public service is optimally-structured, staffed and supported to deliver on Katujjiluta priorities.
- Review and explore opportunities to improve Government of Nunavut organizational structures to meet increasing demand for programs and services and to identify opportunities for further decentralization.
- Undertake a broad analysis of the implementation of Article 23 of the Nunavut Agreement to identify opportunities to support strategic outcomes in Katujjiluta.
- Review the organizational structure of the Department of Executive and Intergovernmental Affairs to ensure capacity to support implementation of Katujjiluta priorities. This will include review of the Nunavut Statistics Bureau.

- Lead the development of a comprehensive elders and senior care strategy with broad input from elders, families, communities, and partners.
- Implement government-wide communications review recommendations designed to ensure consistent standards of service across departments.
- Conduct a process analysis of the central communications function to ensure effective supports to departments and territorial corporations.
- Upgrade and update the GN web platform and GN website.
- 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.
- The Utility Rate Review Council expects to receive a Qulliq Energy Corporation’s General Rate Application along with new major project permits to replace aging power plants.

Priorities (2023-24)

- Provide government-wide coordination on the implementation of Katujjiluta priorities and implement an outcome-based performance plan to show progress towards achieving mandate objectives.
- Ensure that the government maximizes opportunities to establish enduring partnerships for Katujjiluta initiatives in the short, medium and long term.
- Refresh existing departmental strategies and plans in order to focus efforts and move forward more rapidly on government priorities.
- Through the department’s central agency role, emphasize actions that have the potential for tangible outcomes in more than one priority area in Katujjiluta.
- Ensure that the public service is optimally-structured, staffed and supported to deliver on Katujjiluta priorities.
- Ensure Government of Nunavut organizational structures are set up to meet increasing demand for programs and services and to identify opportunities for further decentralization.
- Based on the broad analysis of the implementation of Article 23 of the Nunavut Agreement, identify opportunities to support strategic outcomes in Katujjiluta.

- Complete the development of a comprehensive elders and senior care strategy and work on developing an implementation plan with broad input from elders, families, communities, and partners.
- Finalize implementation of the government-wide communications review recommendations designed to ensure consistent standards of service across departments.
- 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 Application for new major project permits to replace aging power plants.

Priorities (2024-25)

- Provide government-wide coordination on the implementation of Katujjiluta priorities and implement an outcome-based performance plan to show progress towards achieving mandate objectives.
- Ensure that the government maximizes opportunities to establish enduring partnerships for Katujjiluta initiatives in the short, medium and long term.
- Ensure departmental plans are implemented to ensure that efforts are focused and move forward more rapidly on government priorities.
- Through the department's central agency role, emphasize actions that have the potential for tangible outcomes in more than one priority area in Katujjiluta.
- Ensure that the public service is optimally-structured, staffed and supported to deliver on Katujjiluta priorities.
- Develop and implement a decentralization plan to meet increasing demand for programs and services throughout Nunavut.
- Ensure implementation of Article 23 of the Nunavut Agreement which includes initiatives to support strategic outcomes in Katujjiluta.
- Implement initiatives outlined in the comprehensive elders and senior care strategy and implementation plan to support strategic outcomes of Katujjiluta.
- Ensure that the government maximizes opportunities to establish enduring partnerships for Katujjiluta initiatives in the short, medium and long term.
- In our central agency role, emphasize actions that have the potential for tangible outcomes in more than one priority area in Katujjiluta.

- Ensure that the public service is optimally-structured, staffed and supported to deliver on government mandate priorities.

Priorities (2025-26)

- Provide government-wide coordination on the implementation of Katujjiluta priorities and implement an outcome-based performance plan to show progress towards achieving mandate objectives.
- Implement initiatives outlined in the comprehensive elders and senior care strategy and implementation plan to support strategic outcomes of Katujjiluta.
- Ensure that the government maximizes opportunities to establish enduring partnerships for Katujjiluta initiatives in the short, medium and long term.
- In our central agency role, emphasize actions that have the potential for tangible outcomes in more than one priority area in Katujjiluta.

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)	2021-22	2022-23	2023-24	2024-25
Policy and Planning		2,197	1,995	2,071	1,805

This division provides policy support and advice to Cabinet and government departments, as well as liaises with other organizations at the policy level. The division provides central coordination of legislative, policy, and regulation development processes to ensure implementation of Article 32 of the Nunavut Agreement.

Statistics	640	608	608	608
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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	289	293	293	293
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This office ensures compliance with the *Access to Information and Protection of Privacy Act* (ATIPP) and provides coordination of all ATIPP issues, activities and training. The office also provides consultative services to government staff in relation to access to information requests and internal processes related to access and privacy.

Total, Strategic Management	3,126	2,896	2,972	2,706
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Priorities (2022-23)

- Coordinate the development of a government-wide workplan to implement shared priorities as outlined in the Partnership Declaration with Nunavut Tunngavik Incorporated.
- Develop and maintain a calendar of planned initiatives for potential engagement with Nunavut Tunngavik Incorporated as outlined in the Article 32 Katujjigatigiinniq Policy.
- Renew the Government of Nunavut business plan format to incorporate a performance-based system designed to improve transparency and show progress toward achieving objectives.
- Work with the Department of Culture and Heritage to establish a formalized process to engage Tutturviit and the Inuit Qaujimajatuqangit Katimajiit on policy and legislative development.
- Lead the development of a capacity building initiative to increase the number of Inuit working in the policy field within the Government of Nunavut.
- Work with the Department of Finance, and the Department of Culture and Heritage to develop and establish criteria for evaluating vulnerable population considerations in funding allocation processes and planning forecasts.
- Work with the Department of Finance to develop a website with up-to-date information on public agencies and their boards, including upcoming board vacancies and applications.
- Revise and update the resources public bodies use to maintain ATIPP compliance.

Priorities (2023-24)

- Maintain and ensure implementation of a government-wide workplan to implement shared priorities as outlined in the Partnership Declaration with Nunavut Tunngavik Incorporated.

- Maintain a Government of Nunavut calendar of planned initiatives and ensure potential engagement with Nunavut Tunngavik Incorporated as outlined in the Article 32 Katujjiqatigiinniq Policy.
- Renew the Government of Nunavut business plan format to incorporate a performance-based system designed to improve transparency and show progress toward achieving objectives.
- Work with the Department of Culture and Heritage to implement a formalized process to engage Tuttarviit and the Inuit Qaujimagatuqangit Katimajit on policy and legislative development.
- Complete development of capacity building initiative to increase the number of Inuit working in the policy field within the Government of Nunavut and develop an implementation plan.
- Work with the Department of Finance to ensure up-to-date information on public agencies and their boards, including upcoming board vacancies and applications.
- Create modern training modules for ATIPP authorities regarding ATIPP requests, privacy impact assessments, privacy breaches, and monitoring of departmental ATIPP compliance.
- Create a mandatory training regime for Government of Nunavut employees at each organizational level regarding their ATIPP obligations and responsibilities.

Priorities (2024-25)

- Ensure effective implementation of the government-wide workplan on shared priorities as outlined in the Partnership Declaration with Nunavut Tunngavik Incorporated.
- Maintain a Government of Nunavut calendar of planned initiatives and ensure potential engagement with Nunavut Tunngavik Incorporated as outlined in the Article 32 Katujjiqatigiinniq Policy.
- Implement objectives in the capacity building initiative to increase the number of Inuit working in the policy field within the Government of Nunavut.
- Modernize ATIPP interfaces for the public (ex. website) and for the public service (ex. intranet).

Priorities (2025-26)

- Ensure effective implementation of the government-wide workplan on shared priorities as outlined in the Partnership Declaration with Nunavut Tunngavik Incorporated.
- Maintain a Government of Nunavut calendar of planned initiatives and ensure potential engagement with Nunavut Tunngavik Incorporated as outlined in the Article 32 Katujjiqatigiinniq Policy.

- Conduct a review of the ATIPP Act for potential updates.

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 Canada, 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 and their implementation.
- 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)	2021-22	2022-23	2023-24	2024-25
Intergovernmental Relations		800	541	541	541

Intergovernmental Relations liaises with other GN departments, and territorial, provincial and federal governments. It coordinates, negotiates and work with other governments and organizations on a variety of mandated issues and priorities. Intergovernmental Relations lead

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. It also supports the Government of Nunavut’s participation in the development of FPT work.

Indigenous & Circumpolar Affairs 579 **579** 579 579

Indigenous Affairs manages and advises on government policies and positions relating to the implementation of the *Nunavut Agreement*; 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 two Denesuline overlap agreements in Nunavut. It also coordinates, advises, and/or 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.

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. It serves the GN by being point-of-contact for the development and implementation of Canada’s Arctic and Northern Policy Framework.

Government Liaison 3,646 **3,647** 3,647 3,647

At the community level, the Government Liaison Officer is the first point-of-contact with our government. These individuals ensure that government services can be more easily accessed in every community. The division will establish and maintain active two-way communications with the public and provide easier access to programs and services.

Protocol 300 **300** 300 300

Protocol provides organizational support and first point-of-contact services for visits from foreign dignitaries and government officials. Protocol also provides advice on international protocol practices, visits, table of precedence, the diplomatic and consular corps, titles, flag etiquette, symbols, ceremonial dress, and customs. Protocol is also responsible for the development of territorial protocol and procedures to be followed at events organized by the territorial government.

Total, Intergovernmental Affairs **5,325** **5,067** **5,067** **5,067**

Priorities (2022-23)

- Provide government-wide coordination to ensure the government fulfills its obligations under the Nunavut Agreement.
- Explore options to strengthen the central coordination of intergovernmental affairs for the Government of Nunavut.
- Establish strategic partnerships with Inuit organizations and federal/provincial/territorial governments 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 and participation at national and regional meetings such as Council of the Federation, Western Premiers' Conference, 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.
- Implement initiatives to strengthen the central coordination of intergovernmental affairs for the Government of Nunavut.
- 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 and participation at national and regional meetings such as Council of the Federation, Western Premiers' Conference, 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 (2024-25)

- 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 and 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 coordinate Premier's attendance and participation at national and regional meetings such as Council of the Federation, Western Premiers' Conference, Northern Premiers' Forum, and First Ministers' meetings.
- Chair and host the Northern Premiers' Forum in Nunavut, in 2024.
- 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 (2025-26)

- 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 and 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 coordinate Premier's attendance and participation at national and regional meetings such as Council of the Federation, Western Premiers' Conference, 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 if finalized, the two Denesuline agreements.

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)	2021-22	2022-23	2023-24	2024-25
Devolution Secretariat		2,394	2,695	2,695	2,695
Total, Devolution Secretariat		2,394	2,695	2,695	2,695

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 (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)

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

Priorities (2024-25)

- 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.

Priorities (2025-26)

- Continue or complete negotiations for an offshore agreement, as required; direct and coordinate devolution implementation for the Government of Nunavut to prepare for the Transfer Date.

Financial Summary

Branch	2021-2022 Main Estimates		2022-2023 Main Estimates		2023-2024 Planned		2024-2025 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	4,010	27.0	3,948	26.0	2,651	17.0	2,651	17.0
Grants & Contributions	-		-		-		-	
Other O&M	1,747		1,876		898		898	
Subtotal	5,757		5,824		3,549		3,549	
Strategic Planning								
Compensation & Benefits	2,945	22.0	2,580	24.0	2,856	24.0	2,590	22.0
Grants & Contributions	-		-		-		-	
Other O&M	181		116		116		116	
Subtotal	3,126		2,696		2,972		2,706	
Nunavut Cabinet								
Compensation & Benefits	3,121	18.0	3,454	20.0	3,454	20.0	3,454	20.0
Grants & Contributions	-		-		-		-	
Other O&M	1,280		1,578		1,578		1,578	
Subtotal	4,401		5,032		5,032		5,032	
Commissioner of Nunavut								
Compensation & Benefits	179	1.0	187	1.0	187	1.0	187	1.0
Grants & Contributions	10		10		10		10	
Other O&M	138		138		138		138	
Subtotal	327		335		335		335	
Intergovernmental Affairs								
Compensation & Benefits	4,401	38.0	4,193	37.0	4,193	37.0	4,193	37.0
Grants & Contributions	225		250		225		225	
Other O&M	699		624		649		649	
Subtotal	5,325		5,067		5,067		5,067	
Devolution Secretariat								
Compensation & Benefits	1,579	9.0	1,820	10.0	1,820	10.0	1,820	10.0
Grants & Contributions	-		-		-		-	
Other O&M	815		875		875		875	
Subtotal	2,394		2,695		2,695		2,695	
Total	21,330	115.0	21,649	118.0	19,650	109.0	19,384	107.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Executive and Intergovernmental Affairs	As at Sept. 30, 2021		For March 31, 2023	
		Capacity %		Capacity %
Total Department Positions	96		97	
Total Filled Positions	58	60%	76	78%
Total Vacancies	38	40%	21	22%
Total Inuit	43	74%	60	79%
Total Executive Positions	5		5	
Total Filled Executive Positions	5	100%	5	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	2	40%	4	80%
Total Senior-Management Positions	9		9	
Total Filled Senior-Management Positions	7	78%	9	100%
Total Vacant Senior-Management Positions	2	22%	0	0%
Total Inuit in Senior-Management Positions	4	57%	5	56%
Total Middle-Management Positions	9		9	
Total Filled Middle-Management Positions	4	44%	7	78%
Total Vacant Middle-Management Positions	5	56%	2	22%
Total Inuit in Middle-Management Positions	3	75%	6	86%
Total Professional Positions	31		32	
Total Filled Professional Positions	15	48%	21	66%
Total Vacant Professional Positions	16	52%	11	34%
Total Inuit in Professional Positions	8	53%	12	57%
Total Paraprofessional Positions	7		7	
Total Filled Paraprofessional Positions	2	29%	4	57%
Total Vacant Paraprofessional Positions	5	71%	3	43%
Total Inuit in Paraprofessional Positions	2	100%	4	100%
Total Administrative Positions	35		35	
Total Filled Administrative Positions	25	71%	30	86%
Total Vacant Administrative Positions	10	29%	5	14%
Total Inuit in Administrative Positions	24	96%	29	97%

Note: The department will receive funding for a total of 118 PY's in 2022-23. Of this total, 21 are excluded from the EIA Chart: 20 Cabinet Staff, and 1 Commissioner of Nunavut Staff.

Capacity

As of September 30, 2021, 74% of total 58 filled positions were held by Nunavut Inuit. This is a 8% decrease from the 82% Inuit representation in September 2020.

EIA received 2 new PYs to work on the Elders Strategy for a total of 97 PYs. The goal of the department in the coming year is to increase the Inuit representation to 79% with an increase in capacity from 60% to 78% by March 31, 2023.

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.

Inuit Employment Plans

As of September 2021, the department's capacity was 60% and Inuit employment at 74%. Inuit representation was higher in departmental positions located in communities outside Iqaluit at 92%, in contrast to 61% 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 2021, EIA had 12 casuals, 10 of which are 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.

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 programming 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.

***Status:** As of September 2021, the department has 74% Inuit representation. The department will strive to retain our Inuit representation in the mid 70 percentile range by supporting the present Inuit staff through professional development and training plans.*

- Ensure that vacant positions are targeted for Inuit.

***Status:** The number of vacant positions in September 2021 is 4% higher compared to the same period in 2020. This is due in part to the nine new positions created in late 2020 under COVID19 Secretariat, of which seven positions are not yet filled. The five GLO vacant positions, and at least three positions in management categories are targeted specifically for Inuit.*

- Continue to review job descriptions to ensure appropriate educational and work experience requirements are not over-inflated.

***Status:** Within the past year, the department has continued to review job descriptions for content to adequately reflect educational and work experience for the position. We continue to review positions and job descriptions before moving forward with evaluation and staffing.*

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

***Status:** This past year, the department has supported an Inuit employee in her desire to obtain a four-year degree through the Amaaqtaarniq Education Leave program. We also have one senior manager in the Inuit Executive Career Development Program, and a GLO officer in an Advanced Policy Training program. We continue to support Inuit employees in their educational pursuits to expand opportunities and increase their representation in management role in government.*

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.

Department of Executive and Intergovernmental Affairs

- Continue to support learning plans and create opportunities for Nunavut Inuit for career laddering with the department either through internal assignments or through professional development.
- Review and update the revised 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.

Department of Finance

Business Plan

2022-2026

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CORE BUSINESS

The Department of Finance operates across four branches:

	Budget (\$000)			
	2021-22	2022-23	2023-24	2024-25
Corporate Management	4,675	4,576	4,668	4,476
Fiscal Management	6,492	6,201	6,463	6,473
Comptrollership	20,274	20,366	20,477	20,508
Centrally Administered Funds	71,512	71,810	73,745	73,896
TOTAL	102,953	102,953	105,353	105,353

Katujjiluta Mandate Priorities

As a central agency, the Department of Finance broadly supports Katujjiluta through financial review, analysis and budgeting recommendations aimed at implementing mandate objectives.

The department will provide specific support for the following mandate commitments of the 6th Legislative Assembly:

- Review and improve the delivery of Government of Nunavut staff housing.
- Promote and provide long-term core funding to support and expand effective models for community-led programs and services.

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.

Department of Finance

- Provide liaison, assistance and guidance to public agencies.
- Provide leadership and support to branches and divisions to ensure that *Katujjiluta* priorities are implemented.
- Collaborate with other departments on joint efforts to achieve mandate objectives.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
Directorate		2,103	1,936	2,096	2,096
Led by the Deputy Minister, the senior leadership of the department includes the Comptroller General, the Assistant Deputy Minister, and the Assistant Comptroller General. Working together, these individuals provide leadership, monitor department goals and objectives, and ensure the department fulfills its mandate.					
Corporate Policy		2,572	2,640	2,572	2,380
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		4,675	4,576	4,668	4,476

Priorities (2022-23)

- Undertake a review of Nunavut Household Allowance program as a tool to encourage employees to move from Government of Nunavut staff housing into private market rental units or homes of their own.
- Develop an updated and comprehensive communications strategy for the Department of Finance.
- Work with GN departments and agencies to complete an internal review of the *Liquor Act* and prepare for external stakeholder consultations.
- Explore various electronic inspection methods that would increase efficiency of liquor and cannabis inspections.
- Introduce improvements to liquor import permit forms, process and regulations, including exploring electronic payment option for selling liquor permits online.

- Develop and establish criteria, in consultation with the departments of Executive & Intergovernmental Affairs and Culture & Heritage, for evaluating vulnerable population considerations in funding allocation processes and planning forecasts (e.g., business cases for 3-Year-Forecasts).
- Work with Executive and Intergovernmental Affairs to develop a website with up-to-date information on public agencies and their boards, including upcoming board vacancies and applications.

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.
- Engage in stakeholder and targeted community consultations informed by the internal review of the *Liquor Act* and begin the legislative amendment processes.
- Implement changes to the Nunavut Household Allowance program based on the results of the review.
- Facilitate/host a Public Agency Conference in Iqaluit to offer training, skill development and networking opportunities for board members.

Priorities (2024-25)

- Explore improved alcohol beverage service training and testing for servers in licensed premises, including electronic training and tracking tools. Undertake a review of current Public Agency contribution agreements with the Government of Nunavut, with the aim of creating standardized agreements.
- Develop an outreach strategy to promote finance-related careers to Nunavut youth and post-secondary students.

Priorities (2025-26)

- Explore ways to better collect and use data across Government of Nunavut departments and stakeholders to monitor and assess impacts of liquor and cannabis legislation and policy on Nunavummiut.
- Explore options for improving public agency reporting requirements.

Fiscal Management

The Fiscal Management Branch is organized across three divisions: Fiscal Policy, Expenditure Management, and Corporate Services. Together, they support the responsible management of public money by helping the government coordinate and implement financial plans and decisions. The branch also supports the day-to-day operations of the Department of Finance and oversees the Nunavut Liquor and Cannabis Commission.

Objectives

Department of Finance

- 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* to govern the insurance industry and protect Nunavummiut.
- Support the operations of the department.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
Fiscal Policy		2,149	2,243	2,187	2,197
Two sections make up the Fiscal Policy Division. The Fiscal and Economic Policy section forecasts revenues, manages the GN's credit rating, monitors Nunavut's overall fiscal and economic health, and represents the Government of Nunavut to other Canadian governments on several fiscal and economic initiatives. The Taxation and Insurance section administers the territory's tax system by enforcing tax legislation, developing tax policy and rates, and delivering related programs. The section also regulates the territory's insurance industry by licensing insurance professionals and companies.					
Expenditure Management		2,113	1,995	2,100	2,100
Expenditure Management advises and supports the Minister of Finance, the Financial Management Board, departments, and public agencies. The division coordinates the Government of Nunavut's budget development processes, including capital planning. Through its treasury function, the division forecasts cash flow requirements and invests surplus cash.					
Corporate Services		2,230	1,963	2,176	2,176
Corporate Services supports the department's day-to-day operations by providing a range of financial, administrative, and human resource services. The division works with directors to develop and manage the department's budgets, including those it administers centrally, and oversees the Government's insurance portfolio through its risk management function.					
Total, Fiscal Management		6,492	6,201	6,463	6,473

Priorities (2022-23)

- Publish a mid-year update of the Government's fiscal position and key indicators.
- Review the *Tobacco Tax Act* and the *Petroleum Products Tax Act* for potential updates.
- Introduce a *Liquor Tax Act* to align with the review of the *Liquor Act*.
- In collaboration with the Qulliq Energy Corporation, review the *Nunavut Electricity Subsidy Program* for residential and commercial customers.

- 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.
- Pursue the digitization and electronic management of departmental financial and HR records.
- Review the Government of Nunavut's Carbon Rebate Program and determine if any changes are necessary.

Priorities (2023-24)

- Modernize the Government of Nunavut's insurance / risk management information system.
- Review and consider potential updates to the *Borrowing Authorization Act*.
- Support the roll out of the Enterprise Resource Planning system.
- Continue to review the *Tobacco Tax Act* and the *Petroleum Products Tax Act*.
- Pursue the digitization and electronic management of historic Financial Management Board records.

Priorities (2024-25)

- Modernize the Government of Nunavut's tax database and related technology in the context of Enterprise Resource Planning.
- Pursue the digitization and electronic management of tax records.
- Support the roll-out of the Enterprise Resource Planning system.

Priorities (2025-26)

- Modernize the Government of Nunavut's licensing system for insurance providers.

Nunavut Liquor and Cannabis Commission

The Nunavut Liquor and Cannabis Commission (NULC) is a public agency established under the *Liquor Act* and authorized by the *Cannabis Act* to sell and distribute liquor and cannabis products in Nunavut. Due to its operational mandate and unique budgetary requirements, the Commission operates within a revolving fund, separate from usual government operations and budgets. For details on the NULC's budget see the Public Agencies section of the Main Estimates.

Priorities (2022-23)

- Begin the process to provide local access to lower-alcohol content products (such as beer, wine, ciders and coolers) in Cambridge Bay.
- Research and develop agency store agreements to explore new ways to serve smaller communities.

Department of Finance

- Take steps to further implement recommendations from the “Halting the Harm” report relating to the responsible sales of liquor.
- Promote and implement the Ujjiqsuqta Community Grants and Contribution policy and funding to community organizations in an effort to broaden harm reduction initiatives and promote public education initiatives at the local level.
- Modernize the Nunavut Liquor and Cannabis Commission’s approach to procurement.

Priorities (2023-24)

- Develop an 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.

Priorities (2024-25)

- Review the Ujjiqsuqta Grants and Contributions Policy and recommend any changes or expiration of the program.

Priorities (2025-26)

- Modernize the Commission’s inventory management system to better track and control liquor products.

Comptrollership

The Comptrollership Branch includes: Internal Audit Services; Financial Systems Management; Financial Reporting and Controls; Financial Operations; Compensation and Benefits; Business Transformation and Development; and Regional Operations.

Together, these divisions design, maintain, and implement the financial framework, rules, procedures, and systems that enable departments to deliver the Government of Nunavut’s mandates with accountability. Among its responsibilities, the branch administers employee pay, manages revenue collections, develops and maintains core financial and administrative systems, establishes and manages the form and content of the financial records, and prepares the 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 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)	2021-22	2022-23	2023-24	2024-25
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Financial Operations		3,366	3,312	3,385	3,379
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Financial Operations provides leadership in accounting support services to Government of Nunavut departments and public agencies to ensure the accuracy, compliance and confidentiality of accounting records. The division also provides 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		1,859	1,797	1,889	1,889
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Financial Reporting and Controls has the responsibility for government-wide maintenance of internal accounting controls and ensuring the accuracy, compliance and completeness of accounting records. This program is accountable for the preparation and publication of the annual Public Accounts, as required in the *Financial Administration Act*, and it provides accurate and timely financial reports and information on the government's financial position and operational results. It serves as the principal liaison between the government and the Office of the Auditor General for the annual financial audit of the Public Accounts.

Financial Systems Management		2,827	2,772	2,826	2,826
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Financial Systems Management develops and maintains central accounting, financial and human resource systems. It is responsible for the development, implementation and management of the government's principal accounting systems and financial applications used in the processing and recording of revenues and expenditures as well as financial reporting. These systems include Free Balance, e-Personality, Access Online, Purchasing Card System, Crystal Reporting, User Defined Report systems and other financial software as required.

Internal Audit Services	1,325	1,071	1,370	1,399
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Internal Audit Services supports Government of Nunavut departments and public agencies by providing independent assurance and consulting activities in a manner designed to add value and improve controls over operations. Internal Audit Services activity helps the Government of Nunavut accomplish its goals and objectives by carrying out a systematic review of operations and advising as to the effectiveness, efficiency and economy of Government of Nunavut policies, practices, procedures, and controls and makes recommendations for improvements.

Compensation and Benefits	3,703	3,661	3,741	3,738
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Compensation and Benefits provides comprehensive payroll and benefit plan services to government employees, including the administration of the Public Service Pension Plan. It also provides guidance and functional support for operations carried out by the three regional financial services offices. It has the responsibility for managing the payroll and benefits module of the government's Human Resources Information System in conjunction with Financial Systems Management.

Regional Operations	6,729	6,748	6,801	6,812
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Regional Operations manages accounts payable, accounts receivable, collection activities, account reconciliation and the payroll and benefit services to the Government of Nunavut's decentralized offices located in Cambridge Bay, Rankin Inlet and Igloolik. The program performs regional user training and provides ongoing support services and consultation to line departments or public agencies located in the regions.

Business Transformation and Development	465	1,005	465	465
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The division is responsible for developing, implementing, coordinating, and managing transformational changes to the Government of Nunavut's core financial processes and administrative systems. In particular, the division supports the multi-year roll-out of the Enterprise Resource Planning (ERP) system and related changes to government processes.

The division is also responsible for designing and delivering training and development activities to build financial capacity across the government, with an emphasis on increasing Inuit participation in financial careers. In particular, the Financial Management Development Program is a structured and supportive collection of courses designed to help employees improve their competencies related to essential skills, leadership, and financial management.

Total, Comptrollership	20,274	20,366	20,477	20,508
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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 employee medical travel to help improve effective delivery of the benefit and to reduce controllable expenses.
- Roll out the Financial Management Development Program.
- Procure an Enterprise Resource Planning system.
- Implement an electronic signature system for the Government of Nunavut.
- Review and revise the Government of Nunavut's approach to honoraria payments under Financial Administration Manual Directive 810: Honoraria.
- Update the Government of Nunavut's approach to grants and contributions, through a review of Financial Administration Manual Directive 801: Grants & Contributions.
- Conduct an operational review of the Internal Audit Division and its functions.

Priorities (2023-24)

- Develop a strategy to link existing Public Service Training with the Financial Management Development Program.
- Initiate GN wide review of Specimen Signature records.
- Develop a program to support professional finance and accounting designations for new and existing employees across government.
- Roll out the Enterprise Resource Planning system.

Priorities (2024-25)

- Explore opportunities to digitize historical financial records as part of the Enterprise Resource Planning (ERP) initiative.
- Explore opportunities to expand e-commerce and payment methods.

Priorities (2025-26)

- 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)	2021-22	2022-23	2023-24	2024-25
Employee Benefits		44,592	42,010	44,742	44,742
Employee Benefits provides funding for Workers' Safety and Compensation Commission premiums, employee medical travel, and other benefits for Government of Nunavut employees.					
Government of Nunavut Insurance		8,758	10,100	9,800	9,800
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		16,107	17,600	17,148	17,299
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	2,100	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		71,512	71,810	73,745	73,896

Financial Summary

Branch	2021 - 2022		2022 - 2023		2023 - 2024		2024 - 2025	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	3,550	20.0	3,636	20.0	3,602	20.0	3,602	20.0
Grants & Contributions	-		-		-		-	
Other O&M	1,125		940		1,066		874	
Subtotal	4,675		4,576		4,668		4,476	
Fiscal Management								
Compensation & Benefits	5,995	74.0	5,713	74.0	5,963	74.0	5,963	74.0
Grants & Contributions	-		-		-		-	
Other O&M	497		488		500		510	
Subtotal	6,492		6,201		6,463		6,473	
Comptrollership								
Compensation & Benefits	18,569	137.0	18,303	137.0	18,732	137.0	18,732	137.0
Grants & Contributions	-		-		-		-	
Other O&M	1,705		2,063		1,745		1,776	
Subtotal	20,274		20,366		20,477		20,508	
Centrally Administered Funds								
Compensation & Benefits	16,321	-	17,060	-	16,471	-	16,471	-
Grants & Contributions	18,162		19,700		19,203		19,354	
Other O&M	37,029		35,050		38,071		38,071	
Subtotal	71,512		71,810		73,745		73,896	
Total	102,953	231.0	102,953	231.0	105,353	231.0	105,353	231.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Finance	As at Sept. 30, 2021		For March 31, 2023	
		Capacity %		Capacity %
Total Department Positions	231		231	
Total Filled Positions	157	68%	184	80%
Total Vacancies	74	32%	47	20%
Total Inuit	64	41%	84	46%
Total Executive Positions	4		4	
Total Filled Executive Positions	3	75%	4	100%
Total Vacant Executive Positions	1	25%	0	0%
Total Inuit in Executive Positions	0	0%	0	0%
Total Senior-Management Positions	13		12	
Total Filled Senior-Management Positions	9	69%	11	92%
Total Vacant Senior-Management Positions	4	31%	1	8%
Total Inuit in Senior-Management Positions	0	0%	1	9%
Total Middle-Management Positions	32		30	
Total Filled Middle-Management Positions	25	78%	26	87%
Total Vacant Middle-Management Positions	7	22%	4	13%
Total Inuit in Middle-Management Positions	5	20%	6	23%
Total Professional Positions	50		50	
Total Filled Professional Positions	33	66%	34	68%
Total Vacant Professional Positions	17	34%	16	32%
Total Inuit in Professional Positions	5	15%	7	21%
Total Paraprofessional Positions	87		90	
Total Filled Paraprofessional Positions	64	74%	74	82%
Total Vacant Paraprofessional Positions	23	26%	16	18%
Total Inuit in Paraprofessional Positions	32	50%	45	61%
Total Administrative Positions	45		45	
Total Filled Administrative Positions	23	51%	35	78%
Total Vacant Administrative Positions	22	49%	10	22%
Total Inuit in Administrative Positions	22	96%	25	71%

Inuit Employment Plan

Capacity

As of February 28, 2022, the department is at 42% Inuit representation. Of 231 total positions (including positions based within the Nunavut Liquor and Cannabis Commission), 68 are filled by Inuit and 72 (31%) positions are vacant.

For March 31, 2023 Inuit Employment Target Positions will be a total of 84.

Priorities (2021-2022)

- Monitor, evaluate and propose program enhancements to Inuit candidate succession planning, training and internship programs within the department.
Status: Managers and directors work with their teams to identify opportunities of succession planning and professional development.
- Identify Inuit employees who have been employed casually for a long term, and pursue opportunities to further their careers within the GN.
Status: Finance is reviewing casual staff on a semi-annual basis for direct appointment.
- 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.
Status: Advertising and promotional events have been successful in the hiring, development and promotion of staff.
- Identify opportunities to better "ladder" the organizational structures of teams within the Department, to allow and encourage progression of Inuit employees.
Status: Managers and directors who have identified ladder opportunities are encouraged to work with HR to develop, workplans for implementation.

Priorities (2022-23)

- 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.
- Develop a detailed orientation process for on-boarding new employees to the department.
- Monitor, evaluate and propose program enhancements to Inuit candidate succession planning, training and internship programs within the department.
- Identify opportunities to better "ladder" the organizational structures of teams within the Department, to allow and encourage progression of Inuit employees.

Priorities (2023-2024)

- Implement advanced, executive-gearred and finance-specific training opportunities to help prepare Inuit for senior management opportunities within the department.
- Update departmental Inuit Employment Plan 10-year strategic plan (2023-2033).
- Contribute to the Government of Nunavut's update of the 10-year Inuit Employment Plan implementation contract (i.e., Inuit Employment Master Plan).

Priorities (2024-25)

- Develop an outreach strategy to promote finance-related careers to Nunavut youth and post-secondary students.

Priorities (2025-26)

- Position the department as an advanced education sponsor for Inuit employees wishing to pursue career specializations in finance.

Department of Human Resources

Business Plan

2022-2026

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CORE BUSINESS

	Budget (\$000)			
	2021-22	2022-23	2023-24	2024-25
Directorate	2,682	2,470	2,470	2,470
Policy, Planning, and Communications	1,354	857	857	857
Sivumuaqatigiit	4,234	4,234	4,234	4,234
Public Service Training	4,694	4,694	4,694	4,694
Staffing	9,760	10,998	10,998	10,998
Employee Relations and Job Evaluation	3,988	3,777	3,777	3,777
Wellness	1,130	812	812	812
TOTAL	27,842	27,842	27,842	27,842

Katujjiluta Mandate Actions

The department is responsible for providing leadership for the following mandate commitment of the 6th Legislative Assembly:

- Review and improve the delivery of Government of Nunavut staff housing.
- Increase opportunities for pre-employment work experiences for high school and post-secondary students throughout the year.

The department’s responsibilities include support for the following mandate commitments of the 6th Legislative Assembly:

- Prioritize actions to encourage residents to move from Government of Nunavut staff housing and social housing into affordable rental units or homes of their own.
- Provide culturally- and linguistically-relevant training for staff working in continuing care facilities.
- Expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health, and addictions treatment.
- Expand opportunities, training, and formal recognition for Inuit to provide culturally and linguistically-relevant mental health and well-being programs and services.
- Work with communities and partners to extend the hours that mental health services are available.
- Develop and implement a strategic plan for Inuit language training in the public service.
- Review and improve Government of Nunavut organizational structures to meet increasing demand for programs and services and to identify opportunities for further decentralization.

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)	2021-22	2022-23	2023-24	2024-25
Deputy Minister		856	859	859	859

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 *Nunavut Agreement*, 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 *Public Service Act*.

Assistant Deputy Minister, Human Resource Operations		371	286	286	286
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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.

Assistant Deputy Minister, Strategic Management	345	375	375	375
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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.

Corporate Services	1,110	950	950	950
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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.

Total, Directorate	2,682	2,470	2,470	2,470
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Priorities (2022-23)

- Work with Nunavut Tunngavik Inc. and Government of Canada to establish the tripartite Inuit Pre-Employment Training Plan Strategy Committee.
- Review the 2013-2023 detailed departmental Inuit employment plans and initiatives to amend goals, targets, and actions to the end of 2025-2026.
- Monitor and assess human resources policies and programs to increase Inuit employment at all levels of the public service.
- Begin the development on the next Government of Nunavut’s Human Resource Strategy 2024-2028.

Priorities (2023-24)

- Collaborate with Nunavut Housing Corporation to review and improve the delivery of Government of Nunavut staff housing.
- Draft and implement the new detailed departmental Inuit Employment Plans and initiatives to ensure future goals, targets and actions for increasing Inuit Employment beyond 2023.
- Support the development of the tripartite Inuit Pre-Employment Training Plan Strategy in partnership with Nunavut Tunngavik Inc. and Government of Canada.

Priorities (2024-25)

- Collaborate with Nunavut Housing Corporation to prioritize actions to encourage residents to move from Government of Nunavut staff housing and social housing into affordable rental units or homes of their own.
- Implement the new Government of Nunavut’s Human Resources Strategy 2024-2028.

- Review and revise human resources legislation, policies, directives, and programs to ensure alignment with Inuit Societal Values and to increase Inuit employment at all levels of the public service.
- 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.

Priorities (2023-24)

- Finalize the next Government of Nunavut's Human Resource Strategy 2024-2028.
- Continue to review and revise human resources policies, directives, and programs to ensure alignment with Inuit Societal Values and to increase Inuit employment at all levels of the public service.

Priorities (2024-25)

- Implement the new Government of Nunavut's Human Resources Strategy 2024-2028.
- Continue to review and revise human resources policies, directives, and programs to ensure alignment with Inuit Societal Values and to increase Inuit employment at all levels of the public service.

Priorities (2025-26)

- Monitor progress on the implementation of the Government of Nunavut's Human Resource Strategy 2024-2028.

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)	2021-22	2022-23	2023-24	2024-25
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.					
Sivuliqtiksatsat		2,611	2,611	2,611	2,611
Sivuliqtiksatsat 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

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.
- In partnership with other Human Resources divisions, participate at trade shows and career fairs to promote employment opportunities and career paths for Inuit.
- Collaborate and support departments which are providing Inuit employment initiatives that will build employee capacity in their mandate priorities.

Priorities (2023-24)

- Review the evaluation of the Inuit employment initiatives to guide further enhancements to the Master Inuit Employment Plan.
- Continue to utilize the Article 23 funding of the Inuit Employment Initiatives to further guide enhancements to the Master Inuit Employment Plans.

- Support Nunavut Arctic College (and/or lead departments) to expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health, and addictions treatment.

Priorities (2024-25)

- Implement the results of the Inuit Employment Initiatives evaluation to enhance overall Inuit employment across the government.
- Explore new marketing and promotion of the Inuit Employment Initiatives and showcase the success of Inuit participation.

Priorities (2025-26)

- Prepare the 2026-2036 detailed departmental Inuit employment plans and initiatives.

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)	2021-22	2022-23	2023-24	2024-25
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		2,912	2,912	2,912	2,912
The Training Programs section delivers Public Service Training programs and services across Nunavut.					
Total, Public Service Training		4,694	4,694	4,694	4,694

Priorities (2022-23)

- Complete the development of an onboarding process that will support departments to orient new employees to the workplace, with the goal of increasing engagement and retention.

Department of Human Resources

- Establish an interdepartmental Training and Development Committee to report to the Department of Human Resources on employee participation in training and to explore options for centrally tracking this data in order to assist departments and territorial corporations in planning for future workforce needs.
- In partnership with other Human Resources divisions, participate at trade shows and career fairs to promote employment opportunities and career paths for Inuit.
- Support government efforts to expand opportunities, training, and formal recognition for Inuit to provide culturally and linguistically-relevant mental health and well-being programs and services.

Priorities (2023-24)

- Complete the delivery of the Inuit Executive Career Development Program, and evaluate the outcomes of the program.
- Pilot the new onboarding process to support departments to orient new employees to the workplace, with the goal of increasing engagement and retention.
- Support the Department of Health in providing culturally- and linguistically-relevant training for staff working in continuing care facilities.

Priorities (2024-25)

- Monitor, evaluate and assess the use and effectiveness of the onboarding program, and based on the feedback make further adjustments to the program.
- Implement the Government of Nunavut Human Resources Strategy 2024-2028.

Priorities (2025-26)

- Identify relevant human resources training and development initiatives to be led by the division as part of the 2026-2036 detailed departmental Inuit employment plans and initiatives.

Staffing

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

Objectives

- To promote and ensure compliance with the Priority Hiring Policy.

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

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
Staffing		3,486	3,119	3,119	3,119
The section manages centralized staffing processes and services for the Government of Nunavut, excluding teachers, specialized health care positions, Qulliq Energy Corporation, and the staff of Nunavut Arctic College. This includes, screening of applications, interviews, and selections of successful candidates, reference checks, job offers, relocation services, and casual and relief employment.					
Regional Staffing		3,152	3,152	3,152	3,152
Regional Staffing delivers departmental programs and services (staffing, employee relocation, training and development, and casual and relief employment) at the regional level and coordinates referrals on other specialized human resources matters to the department’s headquarters.					
Relocation		2,137	2,137	2,137	2,137
This program provides relocation services and funding of relocation of government employees, excluding teachers, specialized health care positions, Qulliq Energy Corporation, and staff of Nunavut Arctic College. The relocation program supports the staffing process.					
Summer Student Employment Equity Program		985	2,590	2,590	2,590
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	10,998	10,998	10,998

Priorities (2022-23)

- Work collaboratively with Nunavut Housing Corporation to review and improve the delivery of Government of Nunavut staff housing.
- Conduct promotional activities for Summer Student Employment Equity Program in all regions to increase opportunities for pre-employment work experiences for high school and post-secondary students throughout the year.

Department of Human Resources

- Partner with internal stakeholders to ensure internship and development Inuit employment initiatives graduates are recruited into positions aligned with departmental work plans.
- In partnership with other Human Resources divisions, participate at trade shows and career fairs to promote employment opportunities and career paths for Inuit.

Priorities (2023-24)

- Review and revise the staffing process guidelines.
- Review and revise the Staff Housing Policy and allocation procedure.
- Look at expanding the Summer Student Employment Equity Program to include all year-round student employment.
- 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.

Priorities (2024-25)

- Collaborate with Nunavut Housing Corporation to prioritize actions to encourage residents to move from Government of Nunavut staff housing and social housing into affordable rental units or homes of their own.
- Update the staffing process in the Human Resources Manual and provide training.
- Implement the all year-round Summer Student Employment Equity Program (SSEEP).
- Review staffing practices across all four regions (Headquarters, Qikiqtaaluk, Kivalliq, and Kitikmeot) to identify ways to increase efficiency and improve service to departments.

Priorities (2025-26)

- Support departments to prepare 2026-2036 detailed departmental Inuit employment plans by reviewing casual and relief utilization, status of current staffing competitions, and staff housing allocations and availability.

Employee Relations and Job Evaluation

Employee Relations and Job Evaluation provides professional employee relations advice and services to departments and public bodies. 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 public bodies 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 public bodies 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, public bodies and corporations.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
Employee Relations and Job Evaluation		3,988	3,777	3,777	3,777
Total, Employee Relations and Job Evaluation		3,988	3,777	3,777	3,777

The section provides professional employee relations advice and services to departments and public bodies, 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 (2022-23)

- Launch the Government of Nunavut Employee Engagement Survey.
- Support the Department of Health in working with communities and partners to extend the hours that mental health services are available.

Department of Human Resources

- Support the Department of Executive and Intergovernmental Affairs to review and improve Government of Nunavut organizational structures to meet increasing demand for programs and services and to identify opportunities for further decentralization.

Priorities (2023-24)

- Review, update, and enhance the performance management system and Human Resources Manual 316: Performance Management System, to incorporate Inuit Qaujimajatuqangit and Inuit Societal Values.
- Develop and implement a mandatory online Health and Safety orientation training program.
- Develop comprehensive training curriculum for all human resources professionals to manage employee relations cases and collective agreement needs within the departments.

Priorities (2024-25)

- Review human resource materials to incorporate Inuit Qaujimajatuqangit and Inuit Societal Values and align with current standards of practice.
- Implement inclusion of employee-client interactions under Human Resource Manual 1010: Respectful and Harassment Free Workplace to meet legislative requirements from a safety perspective.
- Implement online job description writing tool enabling managers to self-service and streamline the process.

Priorities (2025-26)

- Negotiate a new collective agreement with the Nunavut Teachers Association.
- Evaluate the Human Resource management system.

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)	2021-22	2022-23	2023-24	2024-25
Wellness		1,130	812	812	812
<p>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.</p>					
Total, Wellness		1,130	812	812	812

Priorities (2022-23)

- Develop and launch a three-year operational plan to drive strategic employee wellness initiatives across the government.
- Source external employee wellness vendors that meet Nunavut's unique requirements and align with Inuit Societal Values.

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.

Priorities (2024-25)

- 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.

Priorities (2025-26)

- Conduct internal review of government employee wellness needs and develop an action plan to address any changes.

Financial Summary

Branch	2021-2022 Main Estimates		2022-2023 Main Estimates		2023-2024 Planned		2024-2025 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Human Resource Operations								
Compensation & Benefits	12,548	84.0	13,045	84.0	13,045	84.0	13,045	84.0
Grants & Contributions	-		-		-		-	
Other O&M	5,012		5,012		5,012		5,012	
Subtotal	17,560		18,057		18,057		18,057	
Strategic Human Resource Management								
Compensation & Benefits	6,494	49.0	5,997	49.0	5,997	49.0	5,997	49.0
Grants & Contributions	-		-		-		-	
Other O&M	3,788		3,788		3,788		3,788	
Subtotal	10,282		9,785		9,785		9,785	
Total	27,842	133.0	27,842	133.0	27,842	133.0	27,842	133.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Human Resources	As at Sept. 30, 2021		For March 31, 2023	
		Capacity %		Capacity %
Total Department Positions	117		117	
Total Filled Positions	71	61%	102	87%
Total Vacancies	46	39%	15	13%
Total Inuit	40	56%	66	65%
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	8		8	
Total Filled Senior-Management Positions	7	88%	7	88%
Total Vacant Senior-Management Positions	1	13%	1	13%
Total Inuit in Senior-Management Positions	4	57%	4	57%
Total Middle-Management Positions	16		16	
Total Filled Middle-Management Positions	9	56%	15	94%
Total Vacant Middle-Management Positions	7	44%	1	6%
Total Inuit in Middle-Management Positions	4	44%	8	53%
Total Professional Positions	46		45	
Total Filled Professional Positions	24	52%	40	89%
Total Vacant Professional Positions	22	48%	5	11%
Total Inuit in Professional Positions	7	29%	17	43%
Total Paraprofessional Positions	28		29	
Total Filled Paraprofessional Positions	19	68%	22	76%
Total Vacant Paraprofessional Positions	9	32%	7	24%
Total Inuit in Paraprofessional Positions	14	74%	20	91%
Total Administrative Positions	16		16	
Total Filled Administrative Positions	9	56%	15	94%
Total Vacant Administrative Positions	7	44%	1	6%
Total Inuit in Administrative Positions	9	100%	15	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, 2021, the department is at 56% Inuit representation. Of 117 positions, 40 are filled by Inuit and 46 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 (2021-22)

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

***Status:** Completed. There is one position that is an internal internship position in employee relations to be filled by an Inuk through job competition. As a career development opportunity, there were three Inuit direct appointed after completing a transfer assignment in the department. Currently, there is one Inuk participating in the Career Broadening Program and two Inuit that are on a transfer assignment within the department as a career development opportunity.*

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.

Priorities (2024-25)

- Establish and maintain staffing contingency plans for key positions.

Department of Justice

Business Plan

2022-2026

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CORE BUSINESS

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

	Budget (\$000)			
	2021-22	2022-23	2023-24	2024-25
Advisory and Administrative Services	22,618	27,091	27,241	27,401
Law Enforcement	47,908	64,168	65,051	67,389
Legal Support Services	3,880	4,037	4,179	4,179
Court Services	12,608	12,608	12,608	12,608
Legal Registries	1,416	1,416	1,416	1,416
Corrections	40,703	43,490	45,443	45,753
Community Justice	5,340	5,668	5,392	5,434
TOTAL	134,473	158,478	161,330	164,180

Katujjiluta Mandate Actions

The department's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly:

- Encourage and support models of wellness and well-being that are grounded in Inuit identity.
- Expand opportunities, training, and formal recognition for Inuit to provide culturally – and linguistically-relevant mental health and well-being programs and services.
- Reinvest in suicide prevention and postvention programs with our partners, with an emphasis on those that address root cause such as child sexual abuse, trauma, bullying, and discrimination.
- Reinvigorate health and mental health promotions programs.

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.

Department of Justice

- 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 oversee the Territorial Police Service Agreement 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)	2021-22	2022-23	2023-24	2024-25
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Deputy Minister, Assistant

Deputy Minister Public Safety

Assistant Deputy	1,139	1,172	1,172	1,172
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Minister Courts & Justice

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

Corporate Services	15,088	19,528	19,678	19,838
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The Corporate Services Division provides a full range of financial, staffing, training, administrative management and support services to the department. The division also oversees the financial aspects of the policing agreements and manages the human resources functions for the department. The division also oversees the contribution agreements that fund the Legal Services Board, the Human Rights Tribunal and Community Justice Outreach Workers.

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

Public Trustee and Guardian	2,874	2,874	2,874	2,874
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The Public Trustee's mandate is to administer trusts on behalf of minors and estates and trusts of Nunavummiut who die without a will or are in need of protection because of disability. The Office

actively pursues benefits to which its clients may be entitled, such as Registered Disability Savings Plans and claims settlements in class action suits.

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

Coroner’s Office 901 **901** 901 901

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 *Residential Tenancies Act*. An order of the Rental Office can be filed in Court and enforced as an Order of the Court.

Labour Standards 187 **187** 187 187

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

Civil Forfeiture 250 **250** 250 250

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

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 468 **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 183 **183** 183 183

Total Advisory and Administrative Services 22,618 **27,091** 27,241 27,401

Priorities (2022-23)

- Increase Inuit employment within the Department of Justice.
- 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 Katujjiluta priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.

Priorities (2023-24)

- Increase Inuit employment within the Department of Justice.
- 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 Katujjiluta priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.

Priorities (2024-25)

- Increase Inuit employment within the Department of Justice.
- 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 Katujjiluta priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Undertake the necessary legislative work to improve Nunavut's family law regime.

Priorities (2025-2026)

- Increase Inuit employment within the Department of Justice.
- 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 Katujjiluta priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Continue to develop and implement community based public safety initiatives.

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)	2021-22	2022-23	2023-24	2024-25
Law Enforcement		47,908	64,168	65,051	67,389
Total, Law Enforcement		47,908	64,168	65,051	67,389

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.

Priorities (2022-23)

- Support RCMP efforts to Recruit Inuit regular members, civilian members and public service employees into the RCMP.
- Support RCMP efforts to increase capacity to communicate in the Inuit language.
- Facilitate effective communication with the communities in Nunavut to foster a relationship between Nunavummiut and their police force.
- Support police efforts to implement community-based initiatives targeting youth.
- Support the RCMP to implement initiatives focused at reducing family violence in Nunavut.
- Work in partnership with the RCMP to create and implement a crime prevention strategy

Department of Justice

- Work with RCMP, and other stakeholders, to reduce the importation alcohol and drugs into Nunavut.

Priorities (2023-24)

- Support RCMP efforts to Recruit Inuit regular members, civilian members and public service employees into the RCMP.
- Support RCMP efforts to increase capacity to communicate in the Inuit language.
- Facilitate effective communication with the communities in Nunavut to foster a relationship between Nunavummiut and their police force.
- Support police efforts to implement community-based initiatives targeting youth.
- Support the RCMP to implement initiatives focused at reducing family violence in Nunavut.
- Work in partnership with the RCMP to create and implement a crime prevention strategy
- Work with RCMP, and other stakeholders, to reduce the importation alcohol and drugs into Nunavut

Priorities (2024-25)

- Support RCMP efforts to Recruit Inuit regular members, civilian members and public service employees into the RCMP.
- Support RCMP efforts to increase capacity to communicate in the Inuit language.
- Facilitate effective communication with the communities in Nunavut to foster a relationship between Nunavummiut and their police force.
- Support police efforts to implement community-based initiatives targeting youth.
- Support the RCMP to implement initiatives focused at reducing family violence in Nunavut.
- Work in partnership with the RCMP to create and implement a crime prevention strategy
- Work with RCMP, and other stakeholders, to reduce the importation alcohol and drugs into Nunavut

Priorities (2025-26)

- Support RCMP efforts to Recruit Inuit regular members, civilian members and public service employees into the RCMP.

- Support RCMP efforts to increase capacity to communicate in the Inuit language.
- Facilitate effective communication with the communities in Nunavut to foster a relationship between Nunavummiut and their police force.
- Support police efforts to implement community-based initiatives targeting youth.
- Support the RCMP to implement initiatives focused at reducing family violence in Nunavut.
- Work in partnership with the RCMP to create and implement a crime prevention strategy
- Work with RCMP, and other stakeholders, to reduce the importation alcohol and drugs into Nunavut.

Legal Support Services

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

Objectives

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

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
Legal and Constitutional Law		2,455	2,722	2,864	2,864

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).

Legislation Division 1,425 **1,315** 1,315 1,315

The Legislation Division has five main responsibilities which relate to legislative advice, translation, drafting, registration, and publication. The division provides legislative advice 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 *Nunavut Gazette* and the statutes of Nunavut. As well, the division maintains the website which makes the statutes, regulations and other instruments available to the public and responds to inquiries from the public concerning these legislative publications.

Total, Legal Support Services	3,880	4,037	4,179	4,179
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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 and so that their Inuit Societal Values statements are more fulsome.
- Enhance the ability of the Legal Division and Legislation Division to provide services in Inuktitut by supporting further, higher level Inuktitut training for all legal and legislative counsel and other client service staff, 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.
- Prepare official consolidations in a timely manner in accordance with the *Legislation Act*.

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 and so that their Inuit Societal Values statements are more fulsome.
- Enhance the ability of the Legal Division and Legislation Division to provide services in Inuktitut by supporting further, higher level Inuktitut training for all legal and legislative counsel, and other client service staff 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.
- Prepare official consolidations in a timely manner in accordance with the *Legislation Act*.

Priorities (2024-25)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Maintain progress by replacing Legislation Division's outdated Statutory Appointments Tracking System and bringing the information it holds to the Nunavut Legislation website.
- 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 and so that their Inuit Societal Values statements are more fulsome.
- Enhance the ability of the Legal Division and Legislation Division to provide services in Inuktitut by supporting further, higher level Inuktitut training for all legal and legislative counsel and other client service staff, and by fostering an environment where the use of Inuktitut, at all levels of proficiency, is encouraged in the divisions.
- 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 official consolidations in a timely manner in accordance with the *Legislation Act*.
- Provide legislative drafting and translation services required for devolution.

Priorities (2025-26)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Maintain progress by replacing Legislation Division's outdated Statutory Appointments Tracking System and bringing the information it holds to the Nunavut Legislation website.

Department of Justice

- 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 and so that their Inuit Societal Values statements are more fulsome.
- Enhance the ability of the Legal Division and Legislation Division to provide services in Inuktitut by supporting further, higher level Inuktitut training for all legal and legislative counsel and other client service staff, and by fostering an environment where the use of Inuktitut, at all levels of proficiency, is encouraged in the divisions.
- 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 official consolidations in a timely manner in accordance with the *Legislation Act*.
- 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)	2021-22	2022-23	2023-24	2024-25
Court Administration		11,276	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) **522** **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 **12,608** **12,608** **12,608** **12,608**

Priorities (2022-23)

- Develop and implement a paperless office environment in Courts by implementing electronic filing initiatives.
- Develop 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.
- Work to establish the Regional Justice of the Peace Programs.

Priorities (2023-24)

- Implement a paperless office environment in Courts by implementing electronic filing initiatives.
- Develop 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.
- Implement a dedicated and integrated Court Information, audio and videoconferencing solution for court hearings.
- Explore feasibility of satellite courts in Kivalliq and Kitikmeot Regions

Priorities (2024-25)

- Develop administration solutions for a satellite court operations and for the Kivalliq and/or Kitikmeot regions.

Department of Justice

- Develop 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.

Priorities (2025-26)

- Implement a joint integrated Court and Corrections records management and information system, which will integrate records management and information sharing between various Department of Justice divisions and stakeholders.
- Implement a court operations and administration solution to provide more efficient services to the Kivalliq and/or Kitikmeot regions.

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)	2021-22	2022-23	2023-24	2024-25
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Land Titles Office		931	931	931	931
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To administer the *Land Titles Act* 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 *Personal Property Security Act*, 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 *Business Corporations Act*, *Societies Act*, *Partnership Act*, and certain provisions of the *Co-operative Associations Act* and *Credit Union Act*. 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 *Securities Act*, 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
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Priorities (2022-23)

- Provide registry services and review internal policies and procedures.
- Review the potential to cease defunct societies under the *Societies Act*.
- Work with developer regarding the maintenance of Parcelized Online Land Registration (POLAR) and the development of Business Enquiries and Registration (BEAR) databases.
- Update/modernize fee schedules under the Land titles, Societies, Partnership and Business Corporation Regulations.
- Review/improve/modernize internal policies and procedures.

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.
- Work with developer regarding the maintenance of POLAR and the development of BEAR.

Priorities (2024-25)

- Review the potential to cease defunct societies under the *Societies Act*.
- Work with non-profits to develop a more robust corporate memory among Societies using the interdepartmental network of non-profit support.

Department of Justice

- Work with developer regarding the maintenance of POLAR and the development/maintenance of BEAR.

Priorities (2025- 2026)

- Develop add-on to Corporate Registry suite to assist Society administration practices, including a by-law builder and interactive society management platform.
- Work with non-profits to develop a more robust corporate memory among Societies using the interdepartmental network of non-profit support.
- Work with developer regarding the maintenance of POLAR and the maintenance of BEAR.

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)	2021-22	2022-23	2023-24	2024-25
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Corrections Directorate		7,495	7,495	7,495	7,495
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The Directorate oversees the operation of Corrections throughout Nunavut, providing the direction and support to institutions and community programs as well as developing and initiating new programs and assisting in program development. The Directorate also provides liaison with other jurisdictions across Canada.

Community Corrections		3,495	3,495	3,495	3,495
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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
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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.

Department of Justice

- Begin planning and review of existing capacity requirements in our Kivalliq & Kitikmeot facilities.
- Begin preliminary review of all mental health & addictions services in Corrections.
- Continue to work with external stakeholders to further develop trades training for Nunavummiut clients.
- Continue to work collaboratively with GNHR to improve staff retention strategies in Corrections.
- Begin conducting a compliance audit of the Corrections Division to ensure divisional compliance with the *Corrections Act* and regulations.
- Support government efforts to reinvest in suicide prevention and postvention programs with our partners, with an emphasis on those that address root cause such as child sexual abuse, trauma, bullying, and discrimination.
- Support government efforts to reinvigorate health and mental health promotions programs

Priorities (2024-25)

- Conduct a review of Gladue Informed practices in custody facilities and Community Corrections.
- Perform a comprehensive operational review for Corrections Division to identify existing risks to our vulnerable populations.
- Continue to develop and expand internal capacity for the delivery of Inuit Cultural Skills in all custody facilities.
- Continue to develop internal supports to become less reliant on external contracts & services.
- Support government efforts to reinvest in suicide prevention and postvention programs with our partners, with an emphasis on those that address root cause such as child sexual abuse, trauma, bullying, and discrimination.
- Support government efforts to reinvigorate health and mental health promotions programs.

Priorities (2025-26)

- Continue to develop Gladue Informed practices across the division.
- Conduct a division wide audit of conformity with OAG recommendations.

- Review of Point-of-Contact release planning Implementation of Safe Communities Committee.
- Review of division professional development initiatives.
- Support government efforts to reinvest in suicide prevention and postvention programs with our partners, with an emphasis on those that address root cause such as child sexual abuse, trauma, bullying, and discrimination.
- Support government efforts to reinvigorate health and mental health promotions programs.

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)	2021-22	2022-23	2023-24	2024-25
Community Justice Directorate		1,672	1,967	2,044	2,086
<p>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.</p>					
Community Justice Program		3,668	3,701	3,348	3,348
<p>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).</p>					
Total, Community Justice		5,340	5,668	5,392	5,434

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.
- Support government efforts to encourage and support models of wellness and well-being that are grounded in Inuit identity

- Support government efforts to expand opportunities, training, and formal recognition for Inuit to provide culturally – and linguistically-relevant mental health and well-being programs and services

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.
- Support government efforts to encourage and support models of wellness and well-being that are grounded in Inuit identity
- Support government efforts to expand opportunities, training, and formal recognition for Inuit to provide culturally – and linguistically-relevant mental health and well-being programs and services.

Priorities (2024-25)

- Implement systemic changes for *Family Abuse Intervention Act* Program legislation, regulations, policies and procedures in collaboration with Policy and Planning division.
- Expand Offender Reintegration/ Gladue Aftercare Program, in partnership with Corrections division.
- Increase culturally relevant, inclusive mental health support for Community Justice staff experiencing trauma.
- Conduct a needs assessment for Community Justice Division's growth

Department of Justice

- Support government efforts to encourage and support models of wellness and well-being that are grounded in Inuit identity
- Support government efforts to expand opportunities, training, and formal recognition for Inuit to provide culturally – and linguistically-relevant mental health and well-being programs and services

Priorities (2025-26)

- Evaluate Community Justice Division on the basis of needs assessments
- Implement systemic changes in addressing family abuse, and intimate partner violence in Nunavut.
- Expand Restorative Justice Diversion Program, Therapeutic Justice Program and Spousal Abuse Counseling Programs to provide additional community-based justice initiatives as alternatives to the criminal justice system.
- Increase culturally relevant, inclusive mental health support for Community Justice staff experiencing trauma.
- Support government efforts to encourage and support models of wellness and well-being that are grounded in Inuit identity
- Support government efforts to expand opportunities, training, and formal recognition for Inuit to provide culturally – and linguistically-relevant mental health and well-being programs and services

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)	2021-22	2022-23	2023-24	2024-25
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 (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.

Priorities (2024-25)

- 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

Priorities (2025-26)

- 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
- Increase public awareness and public education about the Tribunal and their rights under the *Human Rights Act*.

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)	2021-22	2022-23	2023-24	2024-25
Legal Services Board		11,818	16,258	16,408	16,568
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	16,258	16,408	16,568

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.

Priorities (2024-25)

- 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 (2025-26)

- 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	2021-2022 Main Estimates		2022-2023 Main Estimates		2023-2024 Planned		2024-2025 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Advisory and Administrative Services								
Compensation & Benefits	7,304	64.0	7,337	64.0	7,337	64.0	7,337	64.0
Grants & Contributions	12,630		17,070		17,220		17,380	
Other O&M	2,684		2,684		2,684		2,684	
Subtotal	22,618		27,091		27,241		27,401	
Law Enforcement								
Compensation & Benefits	-	-	-	-	-	-	-	-
Grants & Contributions	-		-		-		-	
Other O&M	47,908		64,168		65,051		67,389	
Subtotal	47,908		64,168		65,051		67,389	
Lawyer Support Services								
Compensation & Benefits	3,529	29.0	3,641	29.0	3,783	29.0	3,783	29.0
Grants & Contributions	-		-		-		-	
Other O&M	351		396		396		396	
Subtotal	3,880		4,037		4,179		4,179	
Registries and Court Services								
Compensation & Benefits	8,776	75.0	8,776	75.0	8,776	75.0	8,776	75.0
Grants & Contributions	-		-		-		-	
Other O&M	5,248		5,248		5,248		5,248	
Subtotal	14,024		14,024		14,024		14,024	
Corrections								
Compensation & Benefits	29,193	233.0	31,117	257.0	32,677	268.0	32,987	268.0
Grants & Contributions	-		-		-		-	
Other O&M	11,510		12,373		12,766		12,766	
Subtotal	40,703		43,490		45,443		45,753	
Community Justice								
Compensation & Benefits	3,866	34.0	4,161	35.0	4,238	35.0	4,280	35.0
Grants & Contributions	748		748		748		748	
Other O&M	726		759		406		406	
Subtotal	5,340		5,668		5,392		5,434	
Total	134,473	435.0	158,478	460.0	161,330	471.0	164,180	471.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Justice	As at Sept. 30, 2021		For March 31, 2023	
		Capacity %		Capacity %
Total Department Positions	439		462	
Total Filled Positions	279	64%	302	65%
Total Vacancies	160	36%	160	35%
Total Inuit	127	46%	150	50%
Total Executive Positions	3		3	
Total Filled Executive Positions	2	67%	2	67%
Total Vacant Executive Positions	1	33%	1	33%
Total Inuit in Executive Positions	0	0%	0	0%
Total Senior-Management Positions	8		8	
Total Filled Senior-Management Positions	7	88%	7	88%
Total Vacant Senior-Management Positions	1	13%	1	13%
Total Inuit in Senior-Management Positions	0	0%	0	0%
Total Middle-Management Positions	27		27	
Total Filled Middle-Management Positions	20	74%	20	74%
Total Vacant Middle-Management Positions	7	26%	7	26%
Total Inuit in Middle-Management Positions	6	30%	6	30%
Total Professional Positions	83		84	
Total Filled Professional Positions	54	65%	55	65%
Total Vacant Professional Positions	29	35%	29	35%
Total Inuit in Professional Positions	18	33%	19	35%
Total Paraprofessional Positions	86		89	
Total Filled Paraprofessional Positions	52	60%	55	62%
Total Vacant Paraprofessional Positions	34	40%	34	38%
Total Inuit in Paraprofessional Positions	22	42%	25	45%
Total Administrative Positions	232		251	
Total Filled Administrative Positions	144	62%	163	65%
Total Vacant Administrative Positions	88	38%	88	35%
Total Inuit in Administrative Positions	81	56%	100	61%

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 Sept. 30, 2021, out of a total of 439 positions, the Department of Justice was operating at 64 % capacity with 160 vacancies. 127 positions are held by Inuit employees – this is 46 % of total filled positions. The department is actively seeking ways to increase Inuit employment within the

department.

For the March 31, 2023, the Inuit Employment target has been set 50%, and the Department of Justice will be participating in government-wide initiatives as well as department-specific initiatives to working towards increasing Inuit representation from 127 Inuit held positions in FY 2021 to 150 positions in FY 2023 through achieving a 50% target of total filled positions.

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 completion of the Aaqqigiarvik Correctional Healing Facility, 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 3 new Community Justice Outreach Workers positions in Sanikiluaq, Kugluktuk and Resolute Bay would contribute to increase the Inuit employment during 2022-23.

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 (2021-2022)

- Increase Department of Justice positions in the communities where Inuit representation is higher.
Status: The Department of Justice completed a Inuit Employment Plan with the assistance of the Department of Executive and Intergovernmental Affairs, focusing on actionable items. The Corporate Services Division worked with all divisions to recruit and hire Nunavut Inuit through restricted competitions and direct appointments. The Department of Justice also accessed the Inuit Training Travel Fund for Inuit staff participating in courses and 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. In fiscal year 2021-22 the department is slightly behind the short-term target of 47%, and operating at 46% Inuit employment level, as of September 30, 2021.
- 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: The Department of Justice is actively participating in the Department of Human Resources' career broadening project.
- Accessing the Sivuliqtiksat Internship Program for various positions within the divisions.
Status: The Department of Justice continues to encourage staff to participate in the Sivuliqtiksat Internship Program.
- Encourage all staff, both current and new, to take advantage of the cultural orientation training and Inuktitut in the Workplace language training.
Status: The Department of Justice continues to encourage all staff to participate in the cultural orientation training and Inuktitut in the workplace language training. This continues to be the ongoing standard.
- Promote greater understanding of the Inuit culture and facilitate the use of Inuit Qaujimagatunangit principles in the workplace.
Status: The Department of Justice has had several divisional and department-wide IQ days in the past years. However, this year we could not hold this event due to Covid-19 restrictions. The department has an active social committee that works to organize events in line with IQ principles and promotes involvement of all 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 that 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 pandemic, this 2 years project could not be started on time, in residence at Algonquin College in Ottawa. Due to ongoing outbreaks and closures the start date was pushed back further from 2020-21 to 2021-22. Ultimately, we were unable to commit to this project due to the timelines and pressures on the department due to the pandemic. We are not currently exploring other options for this 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.

Department of Justice

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

Priorities (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 Sivuliqtiqsat Internship Program for various positions within the divisions.
- Focus on monitoring the departmental Inuit employment status, communicating with senior managers to adjust hiring strategies accordingly along with the time being.
- Use existing hiring procedures to promote Inuit Hiring (for example: Restricted Competitions).
- Work with Nunavut Arctic College and other programming providers to deliver justice careers training for beneficiaries.

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

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Department of Culture and Heritage

Business Plan

2022-2026

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CORE BUSINESS

	Budget (\$000)			
	2021-22	2022-23	2023-24	2024-25
Directorate	5,275	5,375	5,525	5,553
Official Languages	7,608	7,608	7,608	7,608
Translation Bureau	4,789	4,689	4,689	4,689
Heritage	6,025	5,799	5,799	5,771
Elders and Youth	2,208	2,208	2,108	2,108
Inuit Qaujimajatuqangit	1,335	1,335	1,285	1,285
TOTAL	27,240	27,014	27,014	27,014

Katujjiluta Mandate Actions

The department's responsibilities include providing leadership for the following mandate commitments of the 6th Legislative Assembly:

- Ensure government is more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation and policy;
- Lead the development and implementation of a strategic plan for Inuit language training in the public service.

The department's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly:

- Develop a comprehensive elder and senior care strategy and implementation plan with broad input from elders, families, communities, and partners;
- Provide culturally- and linguistically-relevant training for staff working in continuing care facilities;
- Enhance supports to improve daily life in continuing care facilities;
- Encourage community-based initiatives to provide elders/seniors programming and supports for independent or assisted living;
- Enable elders to access more country food;
- Encourage and support models of wellness and well-being that are grounded in Inuit identity;
- Expand opportunities, training, and formal recognition for Inuit to provide culturally and linguistically-relevant mental health and well-being programs and services;
- Engage and recognize more elders and other community members as advisors and local counsellors for Inuit, and in programming on the land;
- Promote and provide long-term core funding to support and expand effective models for community-led programs and services;

- Reinvest in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse, trauma, bullying, and discrimination
- Prepare a new plan to develop and transform Nunavut’s early learning and child care sector, with an emphasis on Inuit-centred early learning;
- Provide more financial, administrative, training, and Inuktut learning resources to support early learning;
- Accelerate work on the K-12 Inuit language curriculum and Nunavut-specific learning resources;
- Create an online marketplace for Nunavut arts and crafts.

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.

The Directorate, in close collaboration with Inuit Qaujimagatuqangit Division and Government of Nunavut Departments and Agencies, will ensure government is more effective and relevant through Inuit Qaujimagatuqangit and Inuit Societal Values within legislation and policy.

Objectives

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

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
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Deputy Minister’s Office		632	582	582	582
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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	312	312	312
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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, Translation Bureau, and Heritage.

Policy and Planning 831 **1,021** 1,171 1,199

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 **1,284** 1,284 1,284

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

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

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

Total, Directorate **5,275** **5,375** **5,525** **5,553**

Priorities (2022-23)

- Provide leadership and support to divisions to ensure that Katujjiluta priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Work with the Department of Executive and Intergovernmental Affairs to establish a formalized process to engage Tuttarviit and the Inuit Qaujimajatuqangit Katimajiit on policy and legislative development.
- Support government efforts to develop a comprehensive Elder and senior care strategy.
- Support government efforts to promote and provide long-term core funding to support and expand effective models for community-led healing programs and services.
- Support government efforts to provide culturally and linguistically relevant training for staff working in continuing care facilities.
- Support government efforts to reinvest in suicide prevention and postvention programs.
- Plan and deliver grants and contribution information session in Naujaat.
- Support the work of the Department of Finance to establish criteria for evaluating vulnerable population considerations in funding allocation processes and planning forecasts.

Department of Culture and Heritage

- Work closely with Inuit Uqausinginnik Taiguusiliuqtiit on a core-funding contribution policy.
- Explore options to support Inuinnaqtun language revitalization efforts.
- Strengthen partnerships with our language partners to improve communications with the public.
- Explore options to promote and highlight initiatives funded through departmental Grants and Contributions on an on-going basis.

Priorities (2023-24)

- Lead and coordinate government efforts to begin implementing the updated Iviqtippalliajut framework.
- Continue to support government efforts to develop a comprehensive Elder and senior care strategy.
- Continue to support government efforts to promote and provide long-term core funding to support and expand effective models for community-led healing programs and services.
- Continue to support government efforts to provide culturally and linguistically relevant training for staff working in continuing care facilities.
- Continue to support government efforts to reinvest in suicide prevention and postvention programs.
- Plan and deliver grants and contribution information session in the Kitikmeot region.
- Continue to explore options to enhance support for Inuinnaqtun language revitalization efforts.
- Develop and begin publishing annual Grants and Contributions summary reports.

Priorities (2024-25)

- Monitor government implementation efforts of the Iviqtippalliajut framework.
- Implement identified options to support Inuinnaqtun language revitalization efforts.
- Continue to support government efforts to develop a comprehensive Elder and senior care strategy.
- Continue to support government efforts to provide culturally and linguistically relevant training for staff working in continuing care facilities.
- Plan and deliver grants and contribution information session in the Qikiqtaaluk region.

Priorities (2025-26)

- Initiate the planning to review the Iviqtipalliajut framework.

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 *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.

The division will lead the development and implementation of a strategic plan for Inuit language training in the public service.

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)	2021-22	2022-23	2023-24	2024-25
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Official Languages Administration		294	294	294	294
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Official Languages Administration provides overall direction and planning for the management and delivery of the Branch’s programs and services. Key responsibilities include the development of language regulations and policies, ongoing consultations with territorial institutions and others, maintenance of the *Uqausivut 2.0* Plan, and monitoring government-wide language implementation activities and results.

Inuktitut Affairs		1,203	1,029	1,029	1,029
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Inuktitut Affairs supports the management, implementation and monitoring of Inuit language obligations, programs and services by departments and public agencies. It coordinates policies and programs intended to promote the revitalization and vitality of Inuktitut in Nunavut, in accordance with the *Inuit Language Protection Act* and the *Official Languages Act*. It also administers Inuktitut language funding programs, and creates public awareness and appreciation about the status, history

and diversity of Inuktitut, including dialogue with Inuit representatives within and outside of the Territory.

Language Implementation Fund 5,700 **5,700** 5,700 5,700

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.

Language Training Unit 376 **550** 550 550

The Language Training Unit manages and coordinates language training programs for the territorial public service.

Francophone Affairs 35 **35** 35 35

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 **7,608** **7,608** **7,608** **7,608**

Priorities (2022-23)

- Develop and initiate the implementation of the Inuktitut Language Training Strategy.
- Finalize a new multi-year Canada-Nunavut Agreement with the Government of Canada on French and Inuktitut Language Services.
- Support government efforts to provide more financial, administrative, training, and Inuktitut learning resources to support early learning.
- Support government efforts to accelerate work on the K-12 Inuit language curriculum and Nunavut-specific learning resources.
- Support government efforts to prepare a new plan to develop and transform Nunavut’s early learning and child care sector, with an emphasis on Inuit-centred early learning.
- Review and evaluate Uqausivut 2.0.
- Hold consultations to support the development of a new comprehensive language plan for 2023-24 to 2027-28.
- Participate in the reviews of the Official Languages Act and the Inuit Language Protection Act.

Priorities (2023-24)

- Introduce a new comprehensive language implementation plan for 2023-24 to 2027-28.
- Continue to participate in the reviews of the Official Languages Act and the Inuit Language Protection Act by working with the Department of Justice and language partners to consider recommendations and begin the legislative process.
- Continue to support government efforts to provide more financial, administrative, training, and Inuktitut learning resources to support early learning.
- Continue to support government efforts to accelerate work on the K-12 Inuit language curriculum and Nunavut-specific learning resources.
- Continue to support government efforts to prepare a new plan to develop and transform Nunavut's early learning and child care sector, with an emphasis on Inuit-centred early learning.

Priorities (2024-25)

- Continue to participate in the reviews of the Official Languages Act and the Inuit Language Protection Act by working with the Department of Justice and language partners to consider recommendations and begin the legislative process.
- Begin review and evaluation of the Inuktitut Language Training Strategy
- Continue to support government efforts to provide more financial, administrative, training, and Inuktitut learning resources to support early learning.
- Continue to support government efforts to accelerate work on the K-12 Inuit language curriculum and Nunavut-specific learning resources.
- Continue to support government efforts to prepare a new plan to develop and transform Nunavut's early learning and child care sector, with an emphasis on Inuit-centred early learning.

Priorities (2025-26)

- Update the Inuktitut Language Training Strategy.

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)	2021-22	2022-23	2023-24	2024-25
Translations Bureau		4,789	4,689	4,689	4,689
The Translations Bureau provides translation services in all Official Languages to Government of Nunavut departments and agencies.					
Total, Translation Bureau		4,789	4,689	4,689	4,689

Priorities (2022-23)

- Update the Translation Policy 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 (2023-24)

- Track and monitor translation requests and identify ways to continue to improve the quality and efficiency of translations.
- Work with Inuit Uqausinginnik Taiguusiliuqtiit on new terminology development and standardization.

Priorities (2024-25)

- Track and monitor translation requests and identify ways to continue to improve the quality and efficiency of translations.
- Continue to work with Inuit Uqausinginnik Taiguusiliuqtiit on new terminology development and standardization.

Priorities (2025-26)

- Initiate the review of the Translations Policy.

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)	2021-22	2022-23	2023-24	2024-25
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Heritage Administration		1,878	1,652	1,415	1,309
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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
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Heritage provides grant and contribution funding that supports the arts, heritage, heritage facilities, toponymy, community libraries, cultural communications, archaeology and palaeontology research support and heritage centre core funding.

Archaeology Program		375	375	375	375
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The Archaeology Program promotes the protection, conservation and appropriate investigation and interpretation of archaeological sites in Nunavut. It achieves these goals by administering 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
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The Archives Program collects and preserves Nunavut’s documentary heritage. Program assets include textual records, sound and audio-visual materials, photographs, documentary art, and electronic documents. This work is done under the authority of the *Archives Act*, which mandates the acquisition of historic records from 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	459	537
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The Heritage Collections Program is dedicated to the curatorial management, conservation operations and program delivery for Nunavut’s extensive heritage collection. The heritage collection includes 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
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The Toponymy Program works with communities, heritage centres, learning institutions and individuals to formalize and to preserve information about traditional and current names for geographic features. The program conducts research on geographic names, consults with Elders and with communities on place name issues. Names are preserved through the official approval process and stored in the Nunavut Geographical Names Database and the Geographical Names Board of Canada database.

Nunavut Public Library Services Administration	1,133	1,133	1,133	1,133
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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	5,799	5,799	5,771
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Priorities (2022-23)

- Support government efforts to create an online marketplace for Nunavut arts and crafts.
- Work with our partners to explore options to repatriate our heritage collections.
- Support and work with the Inuit Heritage Trust on a student mentorship program for collections management.
- Review the Library Act.
- Finalize plans to create a Government of Nunavut collections database.
- Design and deliver the Artist Residency Program at the Winnipeg Art Gallery.

Priorities (2023-24)

- Continue to support government efforts to create an online marketplace for Nunavut arts and crafts.
- Continue to work with our partners to explore options to repatriate our heritage collections.

- Continue with the review of the Library Act and make recommendations for potential changes if necessary.
- Deliver the Artist Residency Program at the Winnipeg Art Gallery.
- Launch the Government of Nunavut collections database.
- Continue to support and work with the Inuit Heritage Trust on a student mentorship program for collections management.

Priorities (2024-25)

- Continue to work with our partners to explore options to repatriate our heritage collections.
- Continue with the legislative process for the Library Act if necessary.

Priorities (2025-26)

- Continue to work with our partners to explore options to repatriate our heritage collections.

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)	2021-22	2022-23	2023-24	2024-25
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Elders and Youth Administration		605	605	605	605
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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	355	355
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	348	348
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	2,108	2,108

Priorities (2022-23)

- Support government efforts to improve the daily life in continuing care facilities.
- Support government efforts to encourage community-based initiatives to provide Elders and seniors programming.
- Support government efforts to enable Elder's to access more country food.
- Hold the Kitikmeot Regional Youth Committee gathering.
- Deliver the Drum Dancing, Chanting and Throat Singing workshop for the Qikiqtaaluk region.
- Deliver Tool-Making Program in the Kitikmeot region.
- Deliver On-the-Land Program in the Kivalliq region.
- Explore options to revitalize Elders and youth committees

Priorities (2023-24)

- Continue to support government efforts to improve the daily life in continuing care facilities
- Implement identified options to support community-based Elder's and seniors programming.
- Implement identified options to increase Elder's access to country food.
- Deliver the Survival Skills Program.
- Deliver the Pattern-Making workshop.
- Implement identified options to revitalize Elders and youth committees.

Priorities (2024-25)

- Explore options to deliver a Qajaq Making Program.

Priorities (2025-26)

- Deliver a Qajaq Making Program.

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

Objectives

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

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
Inuit Qaujimajatuqangit		935	935	885	885
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	1,285	1,285

Priorities (2022-23)

- Assess the Iviqtipalliajut framework and identify areas for improvement.
- Support government efforts to encourage and support models of wellness and well-being that are grounded in Inuit identity.
- Support government efforts to expand opportunities, training, and formal recognition for Inuit to provide culturally and linguistically-relevant mental health and well-being programs and services.

Department of Culture and Heritage

- Support government efforts to engage and recognize more Elders and other community members as advisors and local counsellors for Inuit, and in programming on the land.
- Plan and deliver Inuit Qaujimajatuqangit sessions on how to use and promote Inuit Qaujimajatuqangit across government.
- Plan and deliver a retreat for the Inuit Qaujimajatuqangit Katimajiit, Iviqtippalliajut Advisors and Tuttarviit members.
- Amend the Terms of Reference for the Inuit Qaujimajatuqangit Katimajiit and Tuttarviit to ensure roles and responsibilities are clarified with respect to policy and legislative development.
- Host an Inuit Qaujimajatuqangit Conference in the Kitikmeot region.

Priorities (2023-24)

- Implement identified options to better support community-led and culturally relevant well-being programming.
- Refine the Iviqtippalliajut framework and begin implementation.
- Continue to support government efforts to encourage and support models of wellness and well-being that are grounded in Inuit identity.
- Continue to support government efforts to expand opportunities, training, and formal recognition for Inuit to provide culturally and linguistically-relevant mental health and well-being programs and services.
- Continue to support government efforts to engage and recognize more Elders and other community members as advisors and local counsellors for Inuit, and in programming on the land.
- Lead and coordinate the engagement of the Inuit Qaujimajatuqangit Katimajiit and Tuttarviit in the Government of Nunavut's policy and legislative development process.
- Continue to deliver Inuit Qaujimajatuqangit sessions on how to use and promote Inuit Qaujimajatuqangit across government.
- Plan and host a Tuttarviit retreat.

Priorities (2024-25)

- Lead and coordinate the engagement of the Inuit Qaujimajatuqangit Katimajiit and Tuttarviit in the Government of Nunavut's policy and legislative development process.

- Continue to deliver Inuit Qaujimajatuqangit sessions on how to use and promote Inuit Qaujimajatuqangit across government.
- Plan and host a Tuttarviit retreat.

Priorities (2025-26)

- Lead and coordinate the engagement of the Inuit Qaujimajatuqangit Katimajiit and Tuttarviit in the Government of Nunavut's policy and legislative development process.
- Continue to deliver Inuit Qaujimajatuqangit sessions on how to use and promote Inuit Qaujimajatuqangit across government.
- Plan and host a Tuttarviit retreat.

Financial Summary

Branch	2021 - 2022		2022 - 2023		2023 - 2024		2024-2025	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	2,523	27.0	2,723	29.0	2,873	30.0	2,901	30.0
Grants & Contributions	2,176		2,176		2,176		2,176	
Other O&M	576		476		476		476	
Subtotal	5,275		5,375		5,525		5,553	
Official Languages								
Compensation & Benefits	2,263	13.0	2,263	15.0	2,263	15.0	2,263	15.0
Grants & Contributions	1,793		1,943		1,943		1,943	
Other O&M	3,552		3,402		3,402		3,402	
Subtotal	7,608		7,608		7,608		7,608	
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		663		663		663	
Subtotal	4,789		4,689		4,689		4,689	
Heritage								
Compensation & Benefits	2,174	16.8	2,174	19.8	2,411	19.8	2,489	19.8
Grants & Contributions	2,058		2,058		2,058		2,058	
Other O&M	1,793		1,567		1,330		1,224	
Subtotal	6,025		5,799		5,799		5,771	
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		229		229	
Subtotal	2,208		2,208		2,108		2,108	
Inuit Qaujimagatuqangit								
Compensation & Benefits	642	4.0	642	4.0	642	4.0	642	4.0
Grants & Contributions	400		400		400		400	
Other O&M	293		293		243		243	
Subtotal	1,335		1,335		1,285		1,285	
Total	27,240	101.8	27,014	108.8	27,014	109.8	27,014	109.8

Inuit Employment Plan

Departmental Inuit Employment Targets				
Culture and Heritage	As at Sept. 30, 2021		For March 31, 2023	
		Capacity %		Capacity %
Total Department Positions	103.8		108.8	
Total Filled Positions	67.4	65%	79.8	73%
Total Vacancies	36.4	35%	29	27%
Total Inuit	55	82%	68	85%
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	2	100%	2	100%
Total Senior-Management Positions	8		8	
Total Filled Senior-Management Positions	7	88%	6	75%
Total Vacant Senior-Management Positions	1	13%	2	25%
Total Inuit in Senior-Management Positions	4	57%	5	83%
Total Middle-Management Positions	17		19	
Total Filled Middle-Management Positions	11	65%	14	74%
Total Vacant Middle-Management Positions	6	35%	5	26%
Total Inuit in Middle-Management Positions	8	73%	11	79%
Total Professional Positions	48		50	
Total Filled Professional Positions	30	63%	34	68%
Total Vacant Professional Positions	18	38%	16	32%
Total Inuit in Professional Positions	25	83%	30	88%
Total Paraprofessional Positions	10		11	
Total Filled Paraprofessional Positions	5	50%	9	82%
Total Vacant Paraprofessional Positions	5	50%	2	18%
Total Inuit in Paraprofessional Positions	4	80%	6	67%
Total Administrative Positions	18.8		18.8	
Total Filled Administrative Positions	12.4	66%	14.8	79%
Total Vacant Administrative Positions	6.4	34%	4	21%
Total Inuit in Administrative Positions	12	97%	14	95%

Capacity

As of September 30, 2021, the Department of Culture and Heritage was operating at 65% capacity with 36 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

Department of Culture and Heritage

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 85% Inuit employment target for March 31, 2023 as shown on the summary chart, with operating at 73% capacity with 29 vacancies.

To reach the previous Inuit employment target of 85%, 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 85% 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 2021-2022

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

Status: *In March 2021, the Department of Human Resources approved the Heritage division's request for a 2-year Sivuliqtiksat internship for the position of Intern Director,*

Heritage. The job competition closed in February 2022 and the department is currently in selection process to fill the position.

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.

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Department of Education

Business Plan

2022-2026

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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.

KATUJJILUTA MANDATE PRIORITIES

Education's responsibilities include leading the following mandate commitments of the 6th Legislative Assembly:

- Invest in high quality, affordable, flexible, and inclusive early learning and child care programs and services with federal funding partners
- Prepare a new plan to develop and transform Nunavut's early learning and child care sector, with an emphasis on Inuit-centered early learning
- Provide more financial, administrative, training, and Inuktut learning resources to support early learning
- Begin a phased rollout of full-day kindergarten programs
- Accelerate work on the K-12 Inuit language curriculum and Nunavut-specific learning resources
- Incorporate more life skills and career counselling into the K-12 curriculum to foster self-reliance, self-esteem, and early career direction
- Enhance and support school meal programs with community-based partners
- Improve the efficiency and effectiveness of FANS and other direct financial aid for post-secondary learners
- Enhance indirect supports for post-secondary learners
- Prepare and implement a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy

Education’s responsibilities include supporting the following mandate commitments of the 6th Legislative Assembly:

- Investigate and implement trauma-informed practices in healthcare and education
- Encourage and support models of wellness and well-being that are grounded in Inuit identity
- Expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health, and addictions treatment
- Reinvest in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse, trauma, bullying, and discrimination
- Reinvigorate health and mental health promotions programs
- Increase opportunities for pre-employment work experiences for high school and post-secondary students throughout the year
- Prepare and implement a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut’s labour force and economy

CORE BUSINESS

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

	Budget (\$000)			
	2021-22	2022-23	2023-24	2024-25
Directorate	4,027	4,282	4,282	4,282
Policy and Planning	2,536	2,339	2,339	2,339
Corporate Services	5,110	6,355	6,355	6,355
Early Learning and Child Care	6,101	6,063	6,063	6,063
Curriculum, Resources, and Éducation en français	7,493	7,234	7,234	7,234
Student Achievement	5,846	5,809	5,809	5,809
K-12 School Operations	186,183	193,880	199,157	201,296
Educator Development	12,162	11,960	12,049	12,150
Advanced Education	14,136	14,358	14,358	14,358
TOTAL	243,594	252,280	257,646	259,886

Directorate

Directorate includes the Deputy Minister; Assistant Deputy Minister, Support Services; Assistant Deputy Minister, Education Programs; and the Communications and Partner Relations functions. The 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)	2021-22	2022-23	2023-24	2024-25
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Directorate		1,581	1,251	1,251	1,251
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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.

Stakeholder Engagement		*1,781	2,366	2,366	2,366
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Stakeholder Engagement is responsible for the Communications and Partner Relations sections. The division provides communications advice and support across the department and promotes an integrated corporate approach by: providing strategic communications counsel; coordinating all media relations and translation requests; managing, developing and implementing all internal and external communication plans; and managing the department's main website and social media. Stakeholder Engagement is also 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; and providing professional administrator development. (*Note: This amount includes the former budgets from Communications and Partner Relations.)

Coalition of Nunavut DEAs	665	665	665	665
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Provides contribution funding to the Coalition of Nunavut District Education Authorities.

Total, Directorate	4,027	4,282	4,282	4,282
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Priorities (2022-2023)

- Work with community-based partners to develop enhancements for school meal programs.
- Further develop and implement the Family Engagement Initiative
- Develop a Memorandum of Understanding with the Coalition of Nunavut District Education Authorities that is in line with the new *Education Act*.
- Develop a Retention and Recruitment Strategy for Educators with the goal of increasing Inuit and Inuktitut speaking educators in Nunavut schools.
- Develop and implement a stakeholder communication strategy with a focus on informing and engaging with key education stakeholders.
- Implement a communications campaign to promote teaching and other education occupations for Inuit, and to support Inuktitut.
- Begin implementing the recommendations of the department-wide communications review.
- Review the 20-year Language of Instruction Implementation Plan to identify opportunities for and cost of accelerating the plan.

Priorities (2023-2024)

- Support community-based partners in delivering enhanced school meal programs.
- Continue to implement the Family Engagement Initiative
- Review and evaluate the effectiveness of the communications campaign to promote teaching and other education occupations for Inuit, and to support Inuktitut.
- Implement the Retention and Recruitment Strategy for Educators with the goal of increasing Inuit and Inuktitut speaking educators in Nunavut schools.
- Review and evaluate the effectiveness of school media, social media, and online departmental policies and protocols.

- Continue to implement the stakeholder communication strategy with a focus on informing and engaging with key education stakeholders.

Priorities (2024-2025)

- Monitor, and evaluate the Family Engagement Initiative.
- Monitor and evaluate the success of the Retention and Recruitment Strategy for Educators.
- Monitor and evaluate the stakeholder communication strategy.
- Continue evaluation of the effectiveness of school media, social media, and online departmental policies and protocols.
- Continue evaluation of the effectiveness of the communications campaign to promote teaching and other education occupations for Inuit, and to support Inuktitut.

Priorities (2025-2026) April-October 2025

- Continue to monitor, and evaluate the Family Engagement Initiative, and implement any necessary revisions.
- Continue to monitor and evaluate the stakeholder communication strategy.

Policy and Planning

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

Objectives

- To support and facilitate the collection, analysis, and reporting of general education and department-specific statistics and key performance indicators.
- To ensure that department policies and procedures are developed, consulted upon, approved and maintained so that they meet the needs of learners, the department and partner organizations.

Department of Education

- 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.
- Monitor progress related to implementing the Inuit Employment Plan and specifically the action items found within.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
Policy Development		873	928	928	928
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		402	161	161	161
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		705	691	691	691
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		136	139	139	139
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		2,536	2,339	2,339	2,339

Priorities (2022-2023)

- Support the implementation of the Canada-Nunavut Canada-Wide Early Learning and Child Care Agreement.
- Support a review of the 20-year Language of Instruction Implementation Plan to identify opportunities for and cost of accelerating the plan.
- Support the implementation of program, reporting, and regulatory changes coming out of the 2020 *Education Act*, including the development of *Language of Instruction Regulations*.
- Support the development of the Educator Retention and Recruitment strategy, in collaboration with education partners.
- Support the review of Student Financial Assistance legislation to enhance the FANS program.
- Implement the use of key performance indicators and reporting mechanisms for divisional programs and services.

Priorities (2023-2024)

- Continue to support the implementation of the Canada-Nunavut Canada-Wide Early Learning and Child Care Agreement.
- Continue to support the implementation of program, reporting, and regulatory changes coming out of the 2020 *Education Act*, including enhanced reporting.
- Support the implementation of a Retention and Recruitment Strategy for Educators with the goal of increasing Inuit and Inuktitut-speaking educators in Nunavut schools.
- Continue to support the review of Student Financial Assistance legislation to enhance the FANS program, including specific support on consultation and engagement with stakeholders.
- Develop a consultation plan for amendments to the *Child Day Care Act*.
- Monitor the use of key performance indicators and reporting mechanisms for divisional programs and services.

Priorities (2024-2025)

- Prepare amendments to the *Child Day Care Act* for the legislative process, and support the development of an implementation plan.
- Support the review of the *Universities and Degree-Granting Institutions Act*.

Priorities (2025-2026) April-October 2025

- Support the review of the *Universities and Degree-Granting Institutions Act*, including the development of a consultation and engagement plan.

Corporate Services

Corporate Services provides strategic financial management to the department and oversees development, design, and planning of capital infrastructure projects, as well as facility and vehicle management. The division provides a full range of administrative support services to the department in the areas of strategic human resources including orientation, staffing, corporate training, and programming. Corporate Services also provides health and safety support services and information technology/information system supports in the areas of system planning, database management, and system analysis.

Objectives

- To ensure department budgets are managed in the most effective manner possible and that expenditure controls are in place to ensure resources are used wisely and appropriately.
- To provide support to regional offices, schools and District Education Authorities in relation to financial, human resource, capital, health and safety, and information technology matters.
- To provide guidance and assistance to child care facilities, schools, and department offices on matters pertaining to health and safety.
- To ensure that department facilities including schools and offices are provided with the capital and information technology infrastructure required to support high-quality educational programming.
- Increase Inuit employment throughout the department through all available mechanisms, including succession planning, direct appointments, training, and competitions.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
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Director’s Office		658	1,764	1,764	1,764
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The budget provides for the infrastructure to oversee the Corporate Services division.

Financial Management		1,161	1,137	1,137	1,137
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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		376	365	365	365
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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	2,087	2,271	2,271	2,271
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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	564	560	560	560
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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, and identifies opportunities for improvement on health, safety, and emergency preparedness training, programming, and implementation.

Capital Planning	264	258	258	258
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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	5,110	6,355	6,355	6,355
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Priorities (2022-2023)

- Develop a robust health and safety program that compiles existing standalone components and meets legislative and regulatory requirements.
- 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.
- Begin research on the procurement of a new database to support the Financial Assistance for Nunavut Students Program.
- Complete the replacement of CCTV systems in Nunavut schools to provide a standard and enable remote access to all school CCTV systems.
- Develop procedures and instructions for the maintenance and upkeep of internet ready devices in Nunavut schools.
- Finalize new capital standards relating to school builds.
- Finalize the pilot project for the roll out of full-day kindergarten in select schools across the territory.

Priorities (2023-2024)

- Implement the new health and safety program.
- Research, procure, and implement a database system that will capture pertinent information relating to small capital, bussing, major capital buildings and ongoing lifecycle assets to improve process and reporting.
- Procure and implement a new database to support the Financial Assistance for Nunavut Students Program.
- Replace remaining analog bell and overhead paging systems in schools to enhance the safety of staff, students, and visitors in Nunavut schools.
- Implement new capital standards on all new construction builds across the territory.
- Begin the pilot project for full day kindergarten in select schools across the territory.

Priorities (2024-2025)

- Complete the bell and overhead paging systems work in Nunavut schools.
- Monitor and evaluate the success of the pilot project for full day kindergarten in select schools across the territory and develop a phased plan for full day kindergarten in all communities.

Priorities (2025-2026) April – October 2025

- Implement the phased plan to roll out full day kindergarten in all communities.

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 children with diverse needs 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 developed for children with diverse needs.
- 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)	2021-22	2022-23	2023-24	2024-25
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Director’s Office		305	308	308	308
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The budget provides for the staffing infrastructure to oversee the Early Learning and Child Care division.

Early Childhood Resources		707	701	701	701
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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, with a focus on culturally based resources in Inuktitut for licensed early childhood programs and services. This includes compensation and benefits, and operations and maintenance funding for staff in this branch.

Early Childhood Development and Administration		861	826	826	826
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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 to and affordability of 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	6,101	6,063	6,063	6,063
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Priorities (2022-2023)

- Provide early learning and child care professional development and training for child care facility staff and boards to support Katujjiluta.
- Complete and adopt an ELCC Quality Framework, in consultation with key stakeholders and partners, including NTI and the RIAs, and begin development of a strategic action plan to implement the Framework.
- Support more affordable child care for Nunavut families through the reduction of parental fees in licensed child care facilities.
- Increase the number of licensed child care facilities in Nunavut, including licensing home daycares, and investigating the use of community venues.
- Develop a Strategic Action Plan for Inclusion and Equity that provides guidance and direction on inclusion to all ELCC stakeholders in Nunavut.
- Research and develop a wage grid for Nunavut’s ELCC workers to support fair and transparent wages, and to incentivize certification/advanced education.

Priorities (2023-2024)

- Provide early learning and child care professional development and training for child care facility staff and boards to support Katujjiluta.

- Implement the ELCC Quality Framework, grounded in Inuit culture and language to inform and guide future policy and program deliveries.
- Support further reduction of parental fees in licensed child care facilities to make child care more affordable and accessible for Nunavut families.
- Further increase the number of licensed child care facilities in Nunavut, including licensing home day cares, and investigating the use of community venues.
- Begin a phased implementation of a Strategic Action Plan for Inclusion and Equity that provides guidance and direction on inclusion to all ELCC stakeholders in Nunavut.
- Develop a plan for introducing a wage grid for Nunavut's ELCC workers, including a communication plan for implementation.
- Support child care societies, facilities, and other stakeholders to participate in consultations related to proposed amendments to the *Child Day Care Act*.

Priorities (2024-2025)

- Provide early learning and child care professional development and training for child care facility staff and boards to support Katujjiluta.
- Monitor the implementation of the ELCC Quality Framework, grounded in Inuit culture and language to inform and guide future policy and program deliveries.
- Support reduction of parental fees in licensed child care facilities to make child care more affordable and accessible for Nunavut families.
- Further increase the number of licensed child care facilities in Nunavut, including licensing home day cares, and investigating the use of community venues.
- Monitor implementation of the Strategic Action Plan for Inclusion and Equity that provides guidance and direction on inclusion to all ELCC stakeholders in Nunavut.
- Begin the implementation of a wage grid for Nunavut's ELCC workers.
- Support preparations of amendments to the *Child Day Care Act* for the legislative process and develop an implementation plan.

Priorities (2025-2026) April-October 2025

- Provide early learning and child care professional development and training for child care facility staff and boards to support Katujjiluta.

- Continue the implementation and monitoring of the ELCC Quality Framework, grounded in Inuit culture and language to inform and guide future policy and program deliveries.
- Support reduction of parental fees in licensed child care facilities to make child care more affordable and accessible for Nunavut families.
- Continue the phased implementation and monitoring of a Strategic Action Plan for Inclusion and Equity that provides guidance and direction on inclusion to all ELCC stakeholders in Nunavut.
- Begin the implementation of a wage grid for Nunavut's ELCC workers.

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)	2021-22	2022-23	2023-24	2024-25
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Curriculum Development		2,975	2,815	2,815	2,815
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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	3,696	3,660	3,660	3,660
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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	822	759	759	759
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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	7,493	7,234	7,234	7,234
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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 K-6.
- Continue the development of Inuktitut resources to align with new curriculum identified in the 20-Year Language of Instruction (LOI) implementation plan and identify resource gaps in the existing curriculum in order to strategically develop supporting materials for all schools in Nunavut.
- 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.
- Support a review of the 20-Year Language of Instruction (LOI) Implementation Plan to identify opportunities to accelerate curriculum development and additional resources required to facilitate accelerated curriculum development.
- Ensure that K-12 curriculum development incorporates more life skills and career counselling to foster self-reliance, self esteem, and early career direction.
- In conjunction with the 20-Year Language of Instruction (LOI) Implementation Plan, continue the development of an updated Career and Program Planning curriculum to incorporate more

life skills and career counselling, to foster self-reliance, self esteem, and assist students to form a clear pathway to post-secondary education, apprenticeship, and meaningful employment.

- Consult and negotiate the Canada-Nunavut Agreement on Minority-Language Education and Second Official-Language Instruction, which secures the Government of Nunavut funding that supports the CSFN and the IDEA.

Priorities (2023-2024)

- Continue the development of made-in-Nunavut curriculum in a variety of subject areas and grade levels to support the Language of Instruction (LOI) Implementation Plan, with a focus on Grades 7 for Inuktitut language curricula and Grades 7-9 for English language curricula, Social Studies, and Health and Physical Education.
- Continue the development of Inuktitut resources to align with new curriculum identified in the Language of Instruction (LOI) implementation plan and identify resource gaps in the existing curriculum in order to strategically develop supporting materials for all schools in Nunavut.
- 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.
- In conjunction with the Language of Instruction (LOI) Implementation Plan, complete 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.
- Implement the Canada-Nunavut Agreement on Minority-Language Education and Second Official-Language Instruction in partnership with the CSFN towards the provision of K-12 French Language minority education and the IDEA for the French as an Additional Language program in Iqaluit schools.

Priorities (2024-2025)

- Continue the development of made-in-Nunavut curriculum in a variety of subject areas and grade levels to support the Language of Instruction (LOI) Implementation Plan, with a focus on Grade 8 for Inuktitut language curricula and Grades 7-9 for Fine Arts, Math, and Science.
- Continue the development of Inuktitut resources to align with new curriculum identified in the Language of Instruction (LOI) and strategically develop supporting materials for relevant subject areas.
- Continue the development of Inuktitut and Inuinnaqtun terminology specific to education that includes the needs of all curriculum areas to ensure that resources can be created in Inuktitut.

- Continue the implementation of the Canada-Nunavut Agreement on Minority-Language Education and Second Official-Language Instruction in partnership with the CSFN towards the provision of K-12 French Language minority education and the IDEA for the French as an Additional Language program in Iqaluit schools.
- In conjunction with the 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.

Priorities (2025-2026) April-October 2025

- Continue the development of made-in-Nunavut curriculum in a variety of subject areas and grade levels to support the Language of Instruction (LOI) Implementation Plan, with a focus on Grades 9 for Inuktitut language curricula and Grades 10-11 for Social Studies, and Health and Physical Education.
- Continue the development of Inuktitut resources to align with new curriculum identified in the Language of Instruction (LOI) and strategically develop supporting materials for relevant subject areas.
- Continue the development of Inuktitut and Inuinnaqtun terminology specific to education that includes the needs of all curriculum areas to ensure that resources can be created in Inuktitut.
- Continue the implementation of the Canada-Nunavut Agreement on Minority-Language Education and Second Official-Language Instruction in partnership with the CSFN towards the provision of K-12 French Language minority education and the IDEA for the French as an Additional Language program in Iqaluit schools.

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.

Department of Education

- 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)	2021-22	2022-23	2023-24	2024-25
Director's Office		756	769	769	769
The budget provides for the staffing infrastructure to oversee the Student Achievement division.					
Student Assessment		873	839	839	839
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		1,360	1,344	1,344	1,344
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		2,857	2,857	2,857	2,857
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		5,846	5,809	5,809	5,809

Priorities (2022-2023)

- Continue work on assessment tools and guides to support the 20-Year Language of Instruction (LOI) Implementation Plan by developing and implementing new assessment tools for Inuktitut Language Arts in relation to the Inuktitut Language Arts Kindergarten to Grade 6 (first and second language) curriculum.
- Complete the *Ilitaunnikuliriniq Policy Procedural Guide and Handbook* and begin implementing its assessment, evaluation, and reporting plan.
- Complete the *2022-25 Action Plan* and implement resources to support evaluation of Year 1 (2022-23) of the *Nunavut Student Information System*.

- Complete and implement the *Makitattiarniq Planning Guide for School Leaders and the Teaching and Supporting Positive Behaviour Guide for Teachers*.
- Complete and in-service the *Ajunngitugut* K to 1 and 2 to 3 social emotional learning and resiliency program and kits for ilinniavimmi inuusilirijiit to use with groups.
- Continue to expand and evaluate the Education Support Services Program to better support in-person and remote learning of all school-aged Nunavummiut, including the expansion of school-based positive mental health services in schools.
- Develop and complete the Inuglugijaittuq School Team Handbook.
- Begin development of Makittatiarniq policy guide and handbook for *Bullying Prevention*.

Priorities (2023-2024)

- Continue work on assessment tools and guides to support the Language of Instruction (LOI) Implementation Plan by developing and implementing new assessment tools for Inuktit Language Arts in relation to the Inuktit Language Arts Kindergarten to Grade 6 (first and second language) curriculum.
- Implement the *Ilitaunnikuliriniq Policy and Procedural Guide* and Handbook and begin implementing the *Ilitaunnikuliriniq Handbook*.
- Evaluate Year 1 of the *Nunavut Student Information System* and Implement Year 2 *2023-24 Action Plan*.
- Complete and implement the *Ajunngitugut* 4 to 5 and 6 to 7 social emotional learning and resiliency program and kits for ilinniavimmi inuusilirijiit to use with groups.
- Complete and implement the *Leadership* 7 to 12 program for ilinniavimmi inuusilirijiit to use with groups.
- Continue to expand and evaluate the Education Support Services Program to better support the success in learning of all school-aged Nunavummiut, including the expansion of school-based positive mental health services in schools and complete guides to support the response to intervention model.

Priorities (2024-2025)

- Continue work on assessment tools and guides to support the Language of Instruction (LOI) Implementation Plan by developing and implementing new assessment tools for Inuktit Language Arts in relation to the Inuktit Language Arts Kindergarten to Grade 6 (first language) and Kindergarten to Grade 5 (second language) curriculum.

- Evaluate Year 2 of the *Nunavut Student Information System*, implement *2024-25 Action Plan* and develop the *2025-28 Action Plan*.
- Complete development of the *Ilinniarvimmi Inuusilirijiit Handbook Volume 2*.
- Complete and in-service the *Bullying Prevention* policy guide and Handbook.

Priorities (2025-2026) April-October 2025

- Continue work on assessment tools and guides to support the Language of Instruction (LOI) Implementation Plan by developing and implementing new assessment tools for Inuktit Language Arts in relation to the Inuktit Language Arts Kindergarten to Grade 6 (first language) and Kindergarten to Grade 5 (second language) curriculum.
- Evaluate Year 3 of the *Nunavut Student Information System* and implement Year 1 of the *2025-28 Action Plan*.

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 safe schools and communities that foster learning as well as physical and emotional well-being.
- 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, retaining, relocating and other human resource supports.
- To support the department’s Inuit employment efforts, particularly relating to bilingual education at the school level.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
Kindergarten-Grade 12 Instruction		157,613	164,032	169,309	171,448
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		13,674	14,390	14,390	14,390
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		14,627	15,185	15,185	15,185
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		269	273	273	273
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		186,183	193,880	199,157	201,296

Priorities (2022-2023)

- Support, monitor, and advise on effective school leadership practices and standards within Nunavut schools, with a focus on instruction, assessment, and student support.
- Work with community-based partners to develop enhancements for school meal programs.
- Implement procedures and instructions for the maintenance and upkeep of internet ready devices in Nunavut schools
- Continue to support the implementation of the made-in-Nunavut curriculum and the of Instruction (LOI) Implementation Plan, and ensure consistency and quality in curriculum delivery across schools.

Priorities (2023-2024)

- Support the implementation of the Retention and Recruitment Strategy for Educators with the goal of increasing Inuit and Inuktitut speaking educators in Nunavut schools.
- Continue to support, monitor, and advise on effective school leadership practices and standards within Nunavut schools, with a focus on instruction, assessment, and student support.
- Support community-based partners in delivering enhanced school meal programs.
- Continue to support the implementation of the made-in-Nunavut curriculum and the Language of Instruction (LOI) Implementation Plan, and ensure consistency and quality in curriculum delivery across schools, including a focus on career planning, and pre-employment work experience.

Priorities (2024-2025)

- Support the monitoring and evaluation of the Retention and Recruitment Strategy for Educators with the goal of increasing Inuit and Inuktitut speaking educators in Nunavut schools.
- Continue to support the implementation of the made-in-Nunavut curriculum and the Language of Instruction (LOI) Implementation Plan, and ensure consistency and quality in curriculum delivery across schools, including a focus on career planning, and pre-employment work experience.

Priorities (2025-2026) April-October 2025

- Continue to support the implementation of the made-in-Nunavut curriculum and the of Instruction (LOI) Implementation Plan, and ensure consistency and quality in curriculum delivery across schools.

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)	2021-22	2022-23	2023-24	2024-25
Program Implementation and Training		7,693	7,301	7,301	7,301
<p>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.</p>					
Teacher Certification		300	301	301	301
<p>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.</p>					
Teacher Professional Development		4,169	4,358	4,447	4,548
<p>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.</p>					
Total, Educator Development		12,162	11,960	12,049	12,150

Priorities (2022-2023)

- Explore and develop new training opportunities for both current and aspiring principals to meet the requirements for Principal Certification.
- Provide training for Inuit educators to become more familiar with department-developed Inuktitut resources, which will support successful implementation of the curriculum and greater retention of Inuit educators within the school system.

Department of Education

- Deliver training to ensure all school staff understand and are ready to undertake their duty to report child abuse and neglect with emphasis on recognizing possible signs of child sexual abuse and how to handle disclosures of abuse and neglect.
- Revise the orientation program to ensure competency with trauma-informed education by introducing concepts and strategies related to trauma-informed practice.

Priorities (2023-2024)

- Roll out new training opportunities to allow current and aspiring principals to meet the requirements for Principal Certification.
- Begin the development of a formal mentorship program for educators.
- Continue to provide and adapt training for Inuit educators to become more familiar with department-developed Inuktitut resources, which will support successful implementation of the curriculum and greater retention of Inuit educators within the school system.
- Develop a tracking mechanism to ensure that staff complete mandatory training.
- Provide additional in-service training to current school staff to strengthen their implementation of trauma-informed practices.

Priorities (2024-2025)

- Continue the development of a formal mentorship program for educators.
- Collect feedback to improve the orientation supports provided to assist newly hired educators with their transition into the Nunavut education system.
- Continue to provide and adapt training for Inuit educators to become more familiar with department-developed Inuktitut resources, which will support successful implementation of the curriculum and greater retention of Inuit educators within the school system.

Priorities (2025-2026) April-October 2025

- Pilot the formal mentorship program.
- Review feedback received on the orientation supports provided to assist newly hired educators with their transition into the Nunavut education system and determine what changes, if any, should be made.
- Continue implementation of revised training opportunities for current and aspiring principals to meet the requirements for Principal Certification.

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)	2021-22	2022-23	2023-24	2024-25
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Director's Office		227	447	447	447
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The budget provides for the staffing infrastructure to oversee the Advanced Education division.

Adult Program Monitoring and Evaluation

		261	243	243	243
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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		392	388	388	388
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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
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The General Educational Development (GED®) test is an option available to adult learners seeking to upgrade their education levels for employability purposes. This is a recognized certification to support adults to continue their education at and beyond the high school level.

Adult Programs (Pathway to Adult Secondary School)	395	390	390	390
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Pathway to Adult Secondary School (PASS) is the Nunavut Mature High School Graduation Diploma, which allows those who did not complete high school to obtain their 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
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This provides funding to support the development and delivery of educator training programs that are linked with the department’s Inuit Employment Plan, Article 23 of the *Nunavut Land Claims Agreement*, and bilingual education requirements.

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

Financial Assistance for Nunavut Students (FANS)	10,170	10,199	10,199	10,199
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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	14,136	14,358	14,358	14,358
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Priorities (2022-2023)

- In collaboration with the Department of Family Services, begin to implement the Nunavut Adult Learning Strategy.
- Begin a review of Student Financial Assistance legislation to enhance the FANS program.
- Support research and needs assessment for the procurement of a new FANS database.
- In collaboration with NAC, implement actions to support increased engagement of Inuit men in the PASS program.
- Implement interim measures to support administration of FANS program.

Priorities (2023-2024)

- Continue the review of Student Financial Assistance legislation to enhance the FANS program, including consultation and stakeholder engagement.
- In collaboration with the Department of Family Services, continue to implement the Nunavut Adult Literacy Strategy.
- Provide user-level input for the procurement of the FANS database.

Priorities (2024-2025)

- Begin the review of the *Universities and Degree-Granting Institutions Act*.
- Develop a specific reporting mechanism for FANS based on the priorities identified in the review.
- Support implementation of the revised FANS program.

Priorities (2025-2026) April-October 2025

- Continue the review of the *Universities and Degree-Granting Institutions Act*.
- Continue development of the reporting mechanism for FANS.
- Support implementation of the revised FANS program.

Financial Summary

Branch	2021-2022 Main Estimates		2022-2023 Planned		2023-2024 Planned		2024-2025	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	2,032	17.0	2,190	17.0	2,190	17.0	2,190	17.0
Grants & Contributions	665		758		758		758	
Other O&M	1,330		1,334		1,334		1,334	
Subtotal	4,027		4,282		4,282		4,282	
Policy and Planning								
Compensation & Benefits	1,402	12.0	1,365	12.0	1,365	12.0	1,365	12.0
Grants & Contributions	-		-		-		-	
Other O&M	1,134		974		974		974	
Subtotal	2,536		2,339		2,339		2,339	
Corporate Services								
Compensation & Benefits	3,460	30.0	3,399	30.0	3,399	30.0	3,399	30.0
Grants & Contributions	85		85		85		85	
Other O&M	1,565		2,871		2,871		2,871	
Subtotal	5,110		6,355		6,355		6,355	
Early Learning and Child Care								
Compensation & Benefits	1,226	10.0	1,188	10.0	1,188	10.0	1,188	10.0
Grants & Contributions	4,278		4,278		4,278		4,278	
Other O&M	597		597		597		597	
Subtotal	6,101		6,063		6,063		6,063	
Curriculum, Resources and French Education								
Compensation & Benefits	3,849	32.0	3,657	32.0	3,657	32.0	3,657	32.0
Grants & Contributions	100		-		-		-	
Other O&M	3,544		3,577		3,577		3,577	
Subtotal	7,493		7,234		7,234		7,234	
Student Achievement								
Compensation & Benefits	1,715	15.0	1,690	15.0	1,690	15.0	1,690	15.0
Grants & Contributions	576		576		576		576	
Other O&M	3,555		3,543		3,543		3,543	
Subtotal	5,846		5,809		5,809		5,809	
K-12 School Operations								
Compensation & Benefits	162,495	1,274.4	168,943	1,301.5	174,220	1,329.0	176,359	1,329.0
Grants & Contributions	14,323		14,950		14,950		14,950	
Other O&M	9,365		9,987		9,987		9,987	
Subtotal	186,183		193,880		199,157		201,296	
Educator Development								
Compensation & Benefits	2,581	22.0	2,512	22.0	2,512	22.0	2,512	22.0
Grants & Contributions	5,785		5,652		5,741		5,842	
Other O&M	3,796		3,796		3,796		3,796	
Subtotal	12,162		11,960		12,049		12,150	

Advanced Education								
Compensation & Benefits	2,019	17.0	2,006	17.0	2,006	17.0	2,006	17.0
Grants & Contributions	11,778		11,778		11,778		11,778	
Other O&M	339		574		574		574	
Subtotal	14,136		14,358		14,358		14,358	
Total	243,594	1,429.4	252,280	1,456.5	257,646	1,484.0	259,886	1,484.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Education	As at Sept. 30, 2021		For March 31, 2023	
		Capacity %		Capacity %
Total Department Positions	1446.24		1456.5	
Total Filled Positions	1197.12	83%	1315.5	90%
Total Vacancies	249.12	17%	141	10%
Total Inuit	562.12	47%	825	63%
Total Executive Positions	4		3	
Total Filled Executive Positions	4	100%	3	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	2	50%	1	33%
Total Senior-Management Positions	20		20	
Total Filled Senior-Management Positions	16	80%	20	100%
Total Vacant Senior-Management Positions	4	20%	0	0%
Total Inuit in Senior-Management Positions	1	6%	4	20%
Total Middle-Management Positions	75		75	
Total Filled Middle-Management Positions	67	89%	67	89%
Total Vacant Middle-Management Positions	8	11%	8	11%
Total Inuit in Middle-Management Positions	16	24%	20	30%
Total Professional Positions	801.03		813	
Total Filled Professional Positions	735.53	92%	740	91%
Total Vacant Professional Positions	65.5	8%	73	9%
Total Inuit in Professional Positions	206.53	28%	350	47%
Total Paraprofessional Positions	173.5		198.5	
Total Filled Paraprofessional Positions	136	78%	173.5	87%
Total Vacant Paraprofessional Positions	37.5	22%	25	13%
Total Inuit in Paraprofessional Positions	117.5	86%	150	86%
Total Administrative Positions	372.71		347	
Total Filled Administrative Positions	238.59	64%	312	90%
Total Vacant Administrative Positions	134.12	36%	35	10%
Total Inuit in Administrative Positions	219.09	92%	300	96%

Capacity

The Department of Education is focused on improving existing Inuit staff capacity. Progress has been made on several IEP initiatives for 2021-22. The March 31, 2023 Inuit Employment Target Positions will be 825.

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. In 2021-22 seven new employees enrolled in the program.

There is an urgent need to increase the number of Inuktitut-speaking educators in the education system to increase the proportion of the instructional day where Inuktitut is spoken, heard, and used in instruction.

The department is 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.

Beginning in 2022-23, the department added a net 42 new Student Support Assistants (SSAs) across Nunavut as part of a 3-year, phased-in implementation of changes to the Student Educator Ratio funding formula. Historically, most SSA positions are staffed by Inuit, and we expect the majority of these new positions will be filled by Inuit. Further, phase 2 of the revised funding formula implementation will include the creation of a net 25 new Nunavut Employees Union school staff positions such as Ilinniarvimmi Inuusilirijiit, school secretaries, and custodians. These new positions will likely be posted as restricted to Inuit only.

The Iviqtippalliajut Implementation Advisor position ensures that Inuit societal values are embedded in departmental operations and in the culture of the department's workplaces. This position supports retention of Inuit employees by ensuring that Inuit public servants are empowered and are grounded in their cultural identity. This position, along with the Planning, Reporting, and Evaluation unit, is responsible for continually monitoring department actions and progress in the area of Article 23 and 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; as well as 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 (2021-2022)

- Strengthen support for language instruction in Inuktitut and language model implementation.

***Status:** Inuktitut levelled readers and teacher resources have been developed to support the new Inuktitut Language Arts K-6 curriculum, as well as middle school language arts resources. Beginning in fall 2021 and throughout early 2022, the department is holding a series of live online training sessions to support the teaching and implementation different components of the Inuktitut Titiqqiriniq / Inuktitut Titiqqiqiliriniq Program.*

- Continue to implement 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. Leadership courses that support requirement for teacher certification were offered in English and Inuktitut in the summer and fall of 2021.*

- Provide an Inuktitut language teaching diploma in collaboration with Nunavut Arctic College 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.*

- Collaborate with Nunavut Arctic College on a Master of Education degree, 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.*

Priorities (2022-2023)

- Increase Inuit employment throughout the department through various mechanisms available such as succession planning, direct appointments, training, and competitions.
- Continue to use 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.
- Support the development of the Educator Retention and Recruitment Strategy to ensure it is responding to the needs of Inuit educators.
- Continue to use 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 curriculum.

- Monitor and evaluate the effectiveness of the Sivummuakpaallirutiksats 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

2022-2026

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CORE BUSINESS

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

	Budget (\$000)			
	2021-22	2022-23	2023-24	2024-25
Directorate	47,913	54,463	52,833	52,833
Inuusivut	11,490	11,490	11,490	11,490
Public Health	25,045	25,323	25,323	25,323
Health Care Service Delivery	386,669	354,841	352,361	351,851
TOTAL	471,117	446,117	442,007	441,497

Katujjiluta Mandate Action

The department’s responsibilities include providing leadership for the following mandate commitments of the 6th Legislative Assembly:

Aging with Dignity

- Expedite the construction of regional long-term care facilities with capabilities to meet the needs of Nunavummiut with complex care needs.
- Expand and/or renovate existing continuing care facilities.
- Provide culturally- and linguistically-relevant training for staff working in continuing care facilities.
- Enhance supports to improve daily life in continuing care facilities.
- Encourage community-based initiatives to provide elders/seniors programming and supports for independent or assisted living.

Enabling Health and Healing

- Investigate and implement trauma-informed practices in healthcare and education.
- Encourage and support models of wellness and well-being that are grounded in Inuit identity.
- Expand opportunities, training, and formal recognition for Inuit to provide culturally- and linguistically-relevant mental health and well-being programs and services.
- Engage and recognizing more Elders and other community members as advisors, local counsellors for Inuit, and in programming on the land.
- Promote and provide long-term core funding to support and expand effective models for community-led programs and services.
- Work with communities and partners to extend the hours that mental health services are available.
- Reinvest in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse, trauma, bullying, and discrimination.

Department of Health

- Reinvigorate health and mental health promotions programs.

The department's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly:

Aging with Dignity

- Develop a comprehensive Elder and senior care strategy and implementation plan with broad input from Elders, families, communities, and partners.
- Enable elders to access more country food.

Enabling Health and Healing

- Expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health, and addictions treatment.

Reinvesting in Education

- Incorporate more life skills and career counselling into the K-12 curriculum to foster self-reliance, self-esteem, and early career direction.
- Enhance and support school meal programs with community-based partners.
- Improve the efficiency and effectiveness of FANS and other direct financial aid for post-secondary learners.

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)	2021-22	2022-23	2023-24	2024-25
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.					
ADM Programs and Standards		15,696	17,696	17,696	17,696
This Division provides overall management and leadership in developing territorial programs, policies, standards and guidelines, and local community capacity building. It is responsible for promoting and maintaining information on the health of Nunavummiut.					
ADM Operations		7,411	7,411	5,071	5,071
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	6,465	7,175	7,175
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 (NIHB) on behalf of Indigenous Services Canada.					
Human Resources		10,146	11,356	11,356	11,356
Human Resources provides support for recruitment and retention, Inuit employment planning and general human resource administration.					
Policy and Planning		1,241	1,241	1,241	1,241
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	8,938	8,938	8,938
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		47,913	54,463	52,833	52,833

Priorities (2022-23)

- Pursue opportunities to improve the efficiency and effectiveness of direct financial aid for post-secondary learners in Health-sponsored programs.
- Continue 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.
- Continue with consultation in support of the legislative process to develop health information privacy legislation.
- Continue to expand the use of virtual care programs, by both capacity and utilization in all regions and across multiple clinical program areas, and establish new services.

Priorities (2023-24)

- Commence a review of the *Hospital Insurance and Health and Social Services Administration Act*.
- Continue with the legislative process to develop health information privacy legislation.
- Continue to expand the use of virtual care programs, by both capacity and utilization in all regions and across multiple clinical program areas, and establish new services.

Priorities (2024-25)

- Continue the review of the *Hospital Insurance and Health and Social Services Administration Act*.
- Introduce health information privacy legislation.
- Continue to expand the use of virtual care programs, by both capacity and utilization in all regions and across multiple clinical program areas, and establish new services.

Priorities (2025-26: April – October)

- Develop a strategy for expanding the use of virtual care programs, by both capacity and utilization in all regions and across multiple clinical program areas and establish new services.

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 of

Health 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 lead investment in suicide prevention and postvention programs.
- To encourage and support models of wellness and well-being that are grounded in Inuit identity.
- To incorporate trauma-informed practices in healthcare delivery.
- To ensure ongoing implementation and integration of the Nunavut Suicide Prevention Strategy into governmental operations.

Programs Budget (\$000)	2021-22	2022-23	2023-24	2024-25
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 and 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
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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
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Priorities (2022-23)

- Review the grants and contributions policy to identify opportunities to:
 - Improve Inuit access to training and formal recognition to provide culturally- and linguistically-relevant mental health and well-being programs and services;
 - Engage elders and other community members as advisors and local counsellors for Inuit, and in programming on the land; and
 - Promote and provide of long-term core funding to support and expand effective models for community-led programs and services.
- Conduct consultations with Nunavummiut on the renewal of the Nunavut Suicide Prevention Strategy action plan and work with stakeholders and partners to develop and begin implementation of the new action plan.
- Continue to work towards enhanced in-territory addictions and trauma treatment, such as the Nunavut Recovery Centre and land-based programming.
- Launch the *Atii, Angutiit!* program framework for men’s wellness in the Kivalliq region with support of partners.
- Review the Crisis Mobile Response Team process with regional wellness organizations.

Priorities (2023-24)

- Continue to 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 new Nunavut Suicide Prevention Strategy action plan.
- Continue the implementation of the *Atii, Angutiit!* program in the Kitikmeot and Qikiqtaaluk regions.
- Develop and implement a revised Crisis Mobile Response Team model based on the review.

Priorities (2024-25)

- With partners, support the opening of the Nunavut Recovery Centre.

- Start the development of a youth program framework based on the evaluation of the *Atii, Angutiit* framework.

Priorities (2025-26: April – October)

- Launch the youth program framework based on the evaluation of the *Atii Angutiit* framework
- Develop a new Suicide Prevention Strategy with partners and stakeholders.
- Explore opportunities to expand Nunavut Recovery Centre programming for specific groups and conduct an evaluation of the services offered since the opening of the centre.

Public Health

The Public Health Branch provides direction and leadership throughout Nunavut regarding the core functions of public health, which include population health assessment, health surveillance, health promotion, disease and injury prevention, health protection and management of public health emergencies. Public Health uses strategies and approaches that combine education and skill building, social policy, inter-sectoral partnership and collaboration, regulation, and community development.

Objectives

- To develop and implement a broad range of evidence informed public health programs to improve the health status of Nunavummiut.
- To monitor trends in disease and health determinants to enable an informed response to public health issues.
- To support models of wellness and well-being that are grounded in Inuit identity and 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.
- To expand access for professionals and paraprofessionals to training and education to provide them with necessary qualifications for work in healthcare.
- To expand opportunities, training, and formal recognition for Inuit to provide culturally- and linguistically-relevant programs and services.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
Chief Public Health Officer		2,071	2,071	2,071	2,071

The Chief Public Health Officer (CPHO) provides leadership and expertise to population health and health protection programs. The CPHO 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 5,691 **5,691** 5,691 5,691

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 17,283 **17,561** 17,561 17,561

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 25,045 **25,323** 25,323 25,323

Priorities (2022-23)

- Health will continue to monitor and act on evidence-based and best practice guidance from internal and FPT experts to inform its COVID-19 testing and vaccine strategy.
- Develop and implement a schedule for improvements to public reporting on topics relevant to public health with specific reporting targets.
- Develop resources in anticipation of the coming into force of the new *Tobacco and Smoking Act*.
- Launch a Baby’s Safe Sleep Initiative and supporting resources across the territory.
- Conduct an evaluation of the Nunavut Wellness Agreement.
- Develop new community wellness plans with communities for remainder of the Nunavut Wellness Agreement. The Nunavut Wellness Agreement is long-term funding that supports and community-led programs and services and reinvigoration of health and mental health promotions programs.
- Complete review of the *Food Safety Regulations* and *Drinking Water Regulations* under the *Public Health Act*.

- Continue to support school meal programs with community-based partners.

Priorities (2023-24)

- Bring the new *Tobacco and Smoking Act* into force and deliver tobacco programming and resources to inform Nunavummiut of their responsibilities under the new *Tobacco and Smoking Act*.
- Finalize the territorial colorectal cancer screening program.
- Enhance community level contact tracing capacity by expanding training and creating positions.
- Work with our partners to support tuberculosis efforts at tuberculosis elimination.

Priorities (2024-25)

- Improve community engagement mechanisms in public health services and programs.
- Enhance public health-related environmental health supports and develop new resources and programming for the territory.
- Evaluate effectiveness of the Baby's Safe Sleep Initiative.
- Conduct a second evaluation of the Nunavut Wellness Agreement.
- Expand the cancer screening program.

Priorities (2025-26: April – October)

- Plan a baby's safe sleep program.
- Continue expansion of the cancer screening program.

Health Care Service Delivery

The Health Care Service Delivery Branch includes clinical services provided at community and regional health centres, and the Qikiqtani General Hospital. The Branch also provides mental health, long-term care and home and community support services. The Branch strives to provide culturally relevant services through a holistic, patient-centered approach. It also includes territorial health insurance programs that cover hospital services within Nunavut and other jurisdictions, as well as supplementary health benefits and vital statistics. The Branch coordinates referrals to access health care services within Nunavut and other jurisdictions. This Branch also funds physician and specialist services, including rehabilitation services that are accessed both in and out of territory as required. The 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.
- To work locally to enhance community-based solutions that help families and individuals find the care and supports they need for health and wellness, and support models of wellness and well-being that are grounded in Inuit identity
- 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.
- To incorporate trauma-informed practices in healthcare delivery.
- To expand access for professionals and paraprofessionals to training and education to provide them with necessary qualifications for work in healthcare.
- To expand opportunities, training, and formal recognition for Inuit to provide culturally- and linguistically-relevant programs and services.

Programs Budget (\$000)	2021-22	2022-23	2023-24	2024-25
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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	56,371	63,335	63,895	63,385
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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 and Community Care	3,757	3,757	3,757	3,757
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Home 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 Territorial 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 **8,381** 8,381 8,381
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 89,977 **31,977** 31,977 31,977
Medical Transportation provides transportation services for eligible patients and escorts from their home community to services within Nunavut and out-of-territory.

Hospital and Physician Services 96,026 **104,388** 104,535 104,535
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 50,555 **61,219** 58,032 58,032
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 NIHB 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 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	386,669	354,841	352,361	351,851
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Priorities (2022-23)

- Conduct a review of the *Midwifery Act*.
- Conduct a review of the *Pharmacy Act*.
- Introduce the new *Nursing Act*.
- Begin accreditation process for the Diagnostic Imaging and Laboratory Services in the Kivalliq Health Centre.
- Continue to implement the Nursing Roadmap to Strengthen the Nunavut Nursing Workforce.
- Continue to work towards enhanced and appropriate in-territory medical infrastructure and medical care for Elders, which includes working with and leading other departments and agencies on:
 - The development of a GN-wide elder and senior care strategy;
 - The construction of regional long-term care facilities to meet the needs of Nunavummiut with complex care needs and expansion/renovation of existing continuing care facilities when needed.;
 - Access for staff working in continuing care facilities to culturally- and linguistically-relevant training;
 - Improvement of daily life of residents of continuing care facilities; and
 - Community-based initiatives to provide elders/seniors programming and supports for independent or assisted living.
- Develop regulations for the *Mental Health Act*.

Priorities (2023-24)

- Continue to work towards enhance and appropriate in-territory medical infrastructure and medical care for elders.
- Complete next accreditation cycle for Iqaluit Health Services.
- Introduce the Health Operations Balanced Score Card, a strategic plan measurement for the Department of Health Operations division.
- Start implementation of the new *Mental Health Act* in a phased approach.
- Conduct community consultations for the new Mental Health and Addictions Strategy.

Priorities (2024-25)

- Complete implementation of the *Mental Health Act*.
- Finalize the Mental Health and Addictions Strategy.
- Conduct an accreditation primer for regional health facilities.

Priorities (2025-26: April – October)

- Implement the Mental Health and Addictions Strategy.
- Continue to work towards full accreditation of regional health centres by implementing recommendations from the accreditation primer.

Financial Summary

Branch	2018-2019 Main Estimates		2019-2020 Main Estimates		2020-2021 Planned		2021-2022 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	25,531	177.0	28,605	222.0	27,074	201.0	27,074	201.0
Grants & Contributions	9,117		9,117		9,117		9,117	
Other O&M	24,755		28,231		28,132		28,132	
Subtotal	59,403		65,953		64,323		64,323	
Public Health								
Compensation & Benefits	17,460	143.7	17,460	143.7	17,460	143.7	17,460	143.7
Grants & Contributions	764		764		764		764	
Other O&M	6,821		7,099		7,099		7,099	
Subtotal	25,045		25,323		25,323		25,323	
Health Care Service Delivery								
Compensation & Benefits	113,987	955.3	117,045	1,000.3	118,046	1,000.3	118,047	1,000.3
Grants & Contributions	2,017		2,017		2,017		2,017	
Other O&M	270,665		235,779		232,298		231,787	
Subtotal	386,669		354,841		352,361		351,851	
Total	471,117	1,276.0	446,117	1,366.0	442,007	1,345.0	441,497	1,345.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Health	As at Sept. 30, 2021		For March 31, 2023	
		Capacity %		Capacity %
Total Department Positions	1,291.57		1,366.00	
Total Filled Positions	688.71	53%	777.00	57%
Total Vacancies	602.86	47%	589.00	43%
Total Inuit	358.04	52%	435.00	56%
Total Executive Positions	4.00		4.00	
Total Filled Executive Positions	4.00	100%	4.00	100%
Total Vacant Executive Positions	-	0%	-	0%
Total Inuit in Executive Positions	-	0%	-	0%
Total Senior-Management Positions	37.00		39.00	
Total Filled Senior-Management Positions	22.00	59%	28.00	72%
Total Vacant Senior-Management Positions	15.00	41%	11.00	28%
Total Inuit in Senior-Management Positions	4.00	18%	5.00	18%
Total Middle-Management Positions	118.00		117.00	
Total Filled Middle-Management Positions	63.00	53%	80.00	68%
Total Vacant Middle-Management Positions	55.00	47%	37.00	32%
Total Inuit in Middle-Management Positions	7.00	11%	17.00	21%
Total Professional Positions	389.29		392.00	
Total Filled Professional Positions	178.00	46%	203.00	52%
Total Vacant Professional Positions	211.29	54%	189.00	48%
Total Inuit in Professional Positions	18.00	10%	37.00	18%
Total Paraprofessional Positions	214.67		205.00	
Total Filled Paraprofessional Positions	84.67	39%	97.00	47%
Total Vacant Paraprofessional Positions	130.00	61%	108.00	53%
Total Inuit in Paraprofessional Positions	23.00	27%	49.00	51%
Total Administrative Positions	528.61		609.00	
Total Filled Administrative Positions	337.04	64%	365.00	60%
Total Vacant Administrative Positions	191.57	36%	244.00	40%
Total Inuit in Administrative Positions	306.04	91%	327.00	90%

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 (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.
Status: Due to Covid-19 and shortage of staff in Health HR there were no Respect in the workplace training for 2021-2022. Health HR is working to provide the training in the 2022-2023 year.
 - Continue to improve the nursing mentorship program and promotion of nursing careers for Inuit students.
Status: Health HR with the Chief Nursing Officer's (CNO) office is working on generalizing job descriptions to have student nurses to assist with on the job training.
 - Maintain on-going participation on working groups to remove universal barriers to employment.
Status: There was a brief pause on working groups across the Government of Nunavut but with ease of restrictions, the Department of Health continues to participate in working groups such as the Nunavut Career Development Committee and a pre-employment working group through the Department of Human Resources.

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.

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**Department of
Family Services**

**Business
Plan**

2022-2026

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CORE BUSINESS

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

	Budget (\$000)			
	2021-22	2022-23	2023-24	2024-25
Corporate Management	5,271	5,351	5,381	5,381
Poverty Reduction	6,776	8,776	8,776	8,776
Family Wellness	75,248	80,998	81,078	81,078
Income Assistance	62,742	63,402	63,402	63,402
Career Development	11,109	11,109	11,109	11,109
TOTAL	161,146	169,636	169,746	169,746

Katujjiluta Mandate Actions

The department's responsible for providing leadership for the following mandate commitment of the 6th Legislative Assembly:

- Enable elders to access more country food.

The department's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly:

- Develop a comprehensive elder and senior care strategy and implementation plan with broad input from elders, families, communities, and partners.
- Identifying options for housing those without homes in collaboration with communities and partners in poverty reduction.
- Prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health and addictions treatment.
- Promoting and providing long-term core funding to support and expand effective models for community-led programs and services.
- Reinvesting in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse, trauma, bullying, and discrimination.
- Re-invigorate health and mental health promotions programs
- Encourage community-based initiatives to provide elders/seniors programming and supports for independent or assisted living.
- Incorporate more life skills and career counselling into the K-12 curriculum to foster self-reliance, self-esteem, and early career direction.

- Enhance and support school meal programs with community-based partners.
- Increasing opportunities for pre-employment work experiences for high school and post-secondary students throughout the year.
- Support improving the efficiency and effectiveness of financial aid for post-secondary learners.
- Enhancing indirect supports for post-secondary learners.
- Prepare and implementing a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy.
- Increasing training for employment in sectors such as mining, arts and crafts, tourism, and small business in partnership with Inuit organizations and the private sector.

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)	2021-22	2022-23	2023-24	2024-25
Directorate		1,249	1,249	1,249	1,249
<p>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.</p>					
Corporate Services		2,947	2,947	2,947	2,947
<p>The Corporate Services Division is accountable for providing financial and human resource services to the department. The Division is responsible for coordinating budget development and control and for the provision of information technology services to the organization.</p>					
Policy and Planning		1,075	1,155	1,185	1,185
<p>The Policy and Planning Division is accountable for coordinating policy development, strategic planning and the development of legislation across the department. The division also provides communication services, leads the department's program evaluation initiatives, and manages the department's response to Access to Information requests.</p>					
Total, Corporate Management		5,271	5,351	5,381	5,381

Priorities (2022-23)

- Finalize plan to address challenges related to staffing capacity within the Family Wellness Division.
- Support government efforts to develop a comprehensive Elder and senior care strategy.
- Support government efforts in promoting and providing long-term core funding to support and expand effective models for community-led programs and services.

Priorities (2023-24)

- Support the implementation of the Children and Family Services' Case Management System.
- Continue to support government efforts to develop a comprehensive Elder and senior care strategy.
- Continue to support government efforts in promoting and providing long-term core funding to support and expand effective models for community-led programs and services.

Priorities (2024-25)

- Initiate a review of records management needs across the department.

- Continue to support government efforts to develop a comprehensive Elder and senior care strategy.
- Continue to support government efforts in promoting and providing long-term core funding to support and expand effective models for community-led programs and services.

Priorities (2025-26)

- Finalize review and develop plan to handle records management needs.

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)	2021-22	2022-23	2023-24	2024-25
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Poverty Reduction

Headquarters		1,399	1,399	1,399	1,399
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The Poverty Reduction Division monitors, reports upon, and supports the coordination and collaboration of poverty reduction initiatives across government, and with Inuit and other community-based organizations through the *Collaboration for Poverty Reduction Act*. This includes supporting annual community engagement through the Nunavut Roundtable for Poverty Reduction and the Nunavut Food Security Coalition. Divisional staff undertake program and

policy research specific to poverty reduction, make recommendations where reforms are necessary, and work on the development and implementation of targeted poverty reduction initiatives. The division funds community governments and non-profit organizations to provide food security programming and to provide emergency shelter and transitional housing supports and services. Focused areas of work include homelessness, food security, Inunnguiniq and building the capacity of community based organizations.

**Emergency Homeless Shelters,
Transitional Housing and
Support Services**

5,227	6,727	6,727	6,727
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The Poverty Reduction Division provides contribution funding to community governments and non-profit organizations that provide emergency homeless shelter, transitional housing and supports services to Nunavummiut experiencing homelessness. The department also supports organizations in accessing additional resources for shelter operations and programming, and for strengthening their governance and administration.

**Community-based Poverty
Reduction Initiatives**

150	650	650	650
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The Poverty Reduction Division provides contribution funding to community governments, non-profit organizations and businesses to support the *Collaboration for Poverty Reduction Act* and the implementation of the five-year poverty reduction action plan prepared by the Nunavut Roundtable for Poverty Reduction. This includes community-based initiatives designed to address food security and in tandem with the Nunavut Food Security Strategy and Action Plan, as well as funding associated with support for parents and child development through Inunnguiniq.

Total, Poverty Reduction	6,776	8,776	8,776	8,776
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Priorities (2022-23)

- Finalize and implement the new Makimaniq Plan with the Homelessness Action Plan and Food Security Strategy incorporated as important pillars in the foundation of the new Makimaniq plan.
- Further support food centers in all Nunavut regions, including multi year core funding for operations.
- Implement solutions identified for strengthening the governance of local non-governmental organizations and community groups.
- Build community capacity to offer increased Inunnguiniq programming.
- Support government efforts to enable elders to access more country food.
- Support government efforts in identifying options for housing those without homes in collaboration with communities and partners in poverty reduction.

- Support government efforts to enhance and support school meal programs with community-based partners.

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.
- Continue to support government efforts to enable elders to access more country food.
- Continue to support government efforts in identifying options for housing those without homes in collaboration with communities and partners in poverty reduction.
- Continue to support government efforts to enhance and support school meal programs with community-based partners.

Priorities (2024-25)

- Mid way evaluation and review of the Makimaniq Plan.
- Continue to support government efforts to enable elders to access more country food.
- Continue to support government efforts in identifying options for housing those without homes in collaboration with communities and partners in poverty reduction.
- Continue to support government efforts to enhance and support school meal programs with community-based partners.

Priorities (2025-26)

- 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.

The Division will support the Departments of Health, Education, and Culture and Heritage Support reinvesting in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse, trauma, bullying, and discrimination.

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 protect the rights of children, youth, families, and vulnerable individuals.
- To advocate for the interests of vulnerable members across Nunavut society.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
Family Wellness Headquarters		3,690	4,240	4,320	4,320
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		5,873	7,373	7,373	7,373
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)		43,722	47,422	47,422	47,422
Residential care is provided both within and outside of Nunavut for those individuals who demonstrate a need for specialized care.					
Foster Care		7,025	7,025	7,025	7,025
Provides children and youth with a safe family setting during a time of crisis.					

Department of Family Services

Youth Support Services 900 **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 **75,248** **80,998** **81,078** **81,078**

Priorities (2022-23)

- Undertake a territory wide foster parent recruitment campaign.
- Support government efforts in reinvesting in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse.
- Support government efforts to re-invigorate health and mental health promotions programs.

Priorities (2023-24)

- Build capacity within the quality assurance program to increase compliance with standards and support frontline staff in service delivery
- Continue to support government efforts in reinvesting in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse.
- Support government efforts to re-invigorate health and mental health promotions programs.

Priorities (2024-25)

- Initiate review of Family Wellness service framework.
- Continue to support government efforts in reinvesting in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse.
- Support government efforts to re-invigorate health and mental health promotions programs.

Priorities (2025-26)

- 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)	2021-22	2022-23	2023-24	2024-25
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Income Assistance

Headquarters Office

1,497	1,497	1,497	1,497
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The Income Assistance headquarters office is tasked with policy and legislative development, identifying program gaps, developing, and maintaining computer systems to capture expenditures and trends for all Income Assistance programs delivered in Nunavut. The division is also responsible for developing and updating publications that explain the various Income Assistance programs available in Nunavut.

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

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

Community Delivery	60	60	60	60
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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
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Three regional Income Assistance offices are responsible for staff that administer and deliver Income Assistance programs.

Senior Citizen

Supplementary Benefit	2,046	2,706	2,706	2,706
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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
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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
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Income Assistance Workers guided by the *Income Assistance Act* and regulations deliver social assistance in all Nunavut communities. This program is means tested and provides various levels of financial support to people age 18 and over, and their dependents, to meet basic needs for food, shelter, utilities and fuel.

Day Care Subsidy	477	477	477	477
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This program provides a subsidy to assist low-income families to access day care for their children so they can attend school or work outside of the home. The program is means-tested.

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

Total, Income Assistance	62,742	63,402	63,402	63,402
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Priorities (2022-23)

- Review results of the Guaranteed Basic Income feasibility study.
- Begin the legislative process to amend the *Income Assistance Act* and Regulations.

- Support government efforts to encourage community-based initiatives to provide elders/seniors programming and supports for independent or assisted living.

Priorities (2023-24)

- Prepare revisions to the Income Assistance Act and Regulations and implement recommendations from the Guaranteed Basic Income feasibility study.
- Develop and pilot training and cross-training matrix for Income Assistance Workers.
- Continue to support government efforts to encourage community-based initiatives to provide elders/seniors programming and supports for independent or assisted living.

Priorities (2024-25)

- Focus on retention, training and recruiting of staff who meet the current needs of the position.
- Implement training and cross training matrix for Income Assistance Workers.
- Continue to support government efforts to encourage community-based initiatives to provide elders/seniors programming and supports for independent or assisted living.

Priorities (2025-26)

- 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)	2021-22	2022-23	2023-24	2024-25
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Career Development HQ		852	852	852	852
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Career Development researches, develops and implements a coordinated approach to the delivery of labour market training programs, including apprenticeship. Programs are designed to meet the needs of Nunavut's labour force and link Nunavummiut to sustainable jobs. Career Development works with partner organizations, such as the Government of Canada, Inuit organizations, Nunavut Arctic College, industry, private sector, and not-for-profit organizations who assist in the delivery of programs. Accurate labour market information is required to design and deliver labour market interventions that support the development of Nunavut's labour force, particularly Inuit participation in the labour force.

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

Regional Offices		3,838	3,838	3,838	3,838
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The three regional offices are accountable for the administration and delivery of a range of labour market related programs and services such as: Employment Assistance Services, Training on the Job, and Adult Learning and Training Supports. These programs are delivered using labour market

data provided by Statistics Canada, the Nunavut Bureau of Statistics and through a network of partnerships and feedback from clients, other organizations, and the private sector.

Adult 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 (2022-23)

- In partnership with Nunavut Arctic College, expand the Skilled Trades Worker Diploma program.
- In collaboration with the Department of Education, begin to implement the Nunavut Adult Learning Strategy (NALS) 2.0.
- Bring into force the Apprenticeship and Certification Act and Regulations.
- Continue to work with Nunavummi Nangminiqatunik Ikajuuti Secretariat on implementing measures to better encourage contractors to provide skills and trades training in conjunction with major capital construction projects.
- Support government efforts to prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Support government efforts to incorporate more life skills and career counselling into the K-12 curriculum to foster self-reliance, self-esteem, and early career direction.
- Support government efforts to increasing opportunities for pre-employment work experiences for high school and post-secondary students throughout the year.
- Support government efforts to improve the efficiency and effectiveness of financial aid for post-secondary learners by reviewing and updating Adult Learning/Training Supports Program.

- Support government efforts in preparing and implementing a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy.
- Support government efforts to increasing training for employment in various sectors in partnership with Inuit organizations and the private sector.
- Support government efforts to enhance indirect supports for post-secondary learners.
- Support government efforts to expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health and addictions treatment.

Priorities (2023-24)

- Launch the Certification by Attestation program mandated in the Apprenticeship and Certification Act.
- Continue to implement programs and services directed at youth, persons with disabilities, and women.
- Continue to support government efforts to prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Continue to incorporate more life skills and career counselling into the K-12 curriculum to foster self-reliance, self-esteem, and early career direction.
- Continue to support government efforts to increasing opportunities for pre-employment work experiences for high school and post-secondary students throughout the year.
- Continue to support government efforts to improve the efficiency and effectiveness of financial aid for post-secondary learners by reviewing and updating Adult Learning/Training Supports Program.
- Continue to support government efforts in preparing and implementing a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy.
- Continue to support government efforts to increasing training for employment in various sectors in partnership with Inuit organizations and the private sector.
- Continue to support government efforts to enhance indirect supports for post-secondary learners.

- Support government efforts to expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health and addictions treatment.

Priorities (2024-25)

- Implement formal training program for Career Development Officers and Apprenticeship Officers.
- Continue to support government efforts to prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Continue to support government efforts to increasing opportunities for pre-employment work experiences for high school and post-secondary students throughout the year.
- Continue to incorporate more life skills and career counselling into the K-12 curriculum to foster self-reliance, self-esteem, and early career direction.
- Continue to support government efforts to improve the efficiency and effectiveness of financial aid for post-secondary learners by reviewing and updating Adult Learning/Training Supports Program.
- Continue to support government efforts in preparing and implementing a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy.
- Continue to support government efforts to increasing training for employment in various sectors in partnership with Inuit organizations and the private sector.
- Continue to support government efforts to enhance indirect supports for post-secondary learners.
- Support government efforts to expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health and addictions treatment.

Priorities (2025-26)

- Establish processes for designating a trade as a Compulsory Certification trade as per the *Apprenticeship and Certification Act*.

Financial Summary

Branch	2021-2022 Main Estimates		2022-2023 Main Estimates		2023-2024 Planned		2024-2025 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	4,703	32.00	4,783	33.00	4,813	33.00	4,813	33.00
Grants & Contributions	-		-		-		-	
Other O&M	568		568		568		568	
Subtotal	5,271		5,351		5,381		5,381	
Family Wellness								
Compensation & Benefits	13,883	104.60	14,433	109.60	14,513	109.60	14,513	109.60
Grants & Contributions	6,405		7,905		7,905		7,905	
Other O&M	54,960		58,660		58,660		58,660	
Subtotal	75,248		80,998		81,078		81,078	
Income Assistance								
Compensation & Benefits	6,385	52.27	6,385	52.27	6,385	52.27	6,385	52.27
Grants & Contributions	55,565		56,225		56,225		56,225	
Other O&M	792		792		792		792	
Subtotal	62,742		63,402		63,402		63,402	
Career Development								
Compensation & Benefits	4,453	43.00	4,453	43.00	4,453	43.00	4,453	43.00
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	
Poverty Reduction								
Compensation & Benefits	1,325	11.00	1,325	11.00	1,325	11.00	1,325	11.00
Grants & Contributions	4,836		6,836		6,836		6,836	
Other O&M	615		615		615		615	
Subtotal	6,776		8,776		8,776		8,776	
Total	161,146	242.87	169,636	248.87	169,746	248.87	169,746	248.87

Inuit Employment Plan

Departmental Inuit Employment Targets				
Family Services	As at Sept. 30, 2021		For March 31, 2023	
		Capacity %		Capacity %
Total Department Positions	241.87		248.87	
Total Filled Positions	158.73	66%	162.73	65%
Total Vacancies	83.13	34%	86.14	35%
Total Inuit	94.73	60%	106.73	66%
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100%	1	50%
Total Vacant Executive Positions	0	0%	1	50%
Total Inuit in Executive Positions	1	50%	1	100%
Total Senior-Management Positions	15		15	
Total Filled Senior-Management Positions	13	87%	13	87%
Total Vacant Senior-Management Positions	2	13%	2	13%
Total Inuit in Senior-Management Positions	2	15%	3	23%
Total Middle-Management Positions	23		24	
Total Filled Middle-Management Positions	19	83%	19	79%
Total Vacant Middle-Management Positions	4	17%	5	21%
Total Inuit in Middle-Management Positions	9	47%	10	53%
Total Professional Positions	92		95	
Total Filled Professional Positions	55	60%	57	60%
Total Vacant Professional Positions	37	40%	38	40%
Total Inuit in Professional Positions	19	35%	22	39%
Total Paraprofessional Positions	88.77		91.77	
Total Filled Paraprofessional Positions	57.7	65%	59.7	65%
Total Vacant Paraprofessional Positions	31.07	35%	32.07	35%
Total Inuit in Paraprofessional Positions	51.7	90%	57.7	97%
Total Administrative Positions	21.10		21.10	
Total Filled Administrative Positions	12.03	57%	13.03	62%
Total Vacant Administrative Positions	9.07	43%	8.07	38%
Total Inuit in Administrative Positions	12.03	100%	13.03	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, 2023 Inuit Employment Target Positions

- The Department of Family Services plans to fill 5 of target positions with Inuit.
- The Department of Family Services has filled 29% of the target positions (2 out of 7) with Inuit.

Priorities (2021-22)

- Adjust internships to promote further opportunities within the department.
Status: The department continues to promote and encourage internship opportunities through the Sivuliqtiksats Program.
- Identify further potential mentors for employees.
Status: With the first of the department reorganization complete, Family Services has created a number of Senior Management across the territory such as three Regional Directors of Family Wellness. Once filled, these positions will play a key roll in mentoring Inuit into senior roles.
- Continue to offer acting assignments and transfer promotional opportunities for advancement.
Status: Family Services is constantly engaged in identifying opportunities for acting and transfer assignments to promote knowledge and experience for Inuit staff. The most recent engagement is the acting appointment of our new Income Assistance Director.
- Continue to identify further outreach to promote department.
Status: The Department continues to work closely with Colleges and Universities to promote the different services the department offers. The department is working to recruit a CSSW recruiter to assist with promotions and recruiting social workers.

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

Priorities (2024-25)

- Identify employees for and encourage career boarding opportunities through professional development.
- Development and extension of training opportunities and budget within the department.

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**Department of
Environment**

**Business
Plan**

2022-2026

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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)			
	2021-22	2022-23	2023-24	2024-25
Corporate Management	5,880	5,580	5,580	5,580
Wildlife Operations	8,307	8,267	8,267	8,267
Wildlife Research	4,489	4,934	4,934	4,934
Environmental Protection	3,862	3,471	3,471	3,471
Parks and Special Places	2,171	2,457	2,457	2,457
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.

KATUJJILUTA

The department's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly:

- Investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction by:
 - Work closely with NHC/CGS to support the potential for alternative building technologies with an emphasis on energy-efficient and climate-friendly construction. CCS will schedule quarterly exploratory meetings with the leads of the appropriate GN Departments and Agencies.
 - Continue to work closely with NHC/CGS to support the potential for alternative building technologies with an emphasis on energy-efficient and climate-friendly

construction. This could include but is not limited to matching programs with federal funding opportunities.

- Continue to work closely with NHC/CGS to support the alternative building technologies with an emphasis on energy-efficient and climate-friendly construction.
- Enhance Support for Harvesters by:
 - Enhance Support for harvesters by re-examining the wolf incentive program for further incentives.

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.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
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	2,248	2,248	2,248
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	5,580	5,580	5,580

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.
- Work closely with NHC/CGS to support the potential for alternative building technologies with an emphasis on energy-efficient and climate-friendly construction. CCS will schedule quarterly exploratory meetings with the leads of the appropriate GN Departments and Agencies.

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.
- Develop the resources and modules for the Nunavut Trapper Education Program.
- Continue to work closely with NHC/CGS to support the potential for alternative building technologies with an emphasis on energy-efficient and climate-friendly construction. This could include but is not limited to matching programs with federal funding opportunities.

Priorities (2024-25)

- Ensure the Climate Change Secretariat is sufficiently staffed to take on work-load.
- Continue to support youth and climate change initiatives.
- Analyse risk assessment outcomes to identify priority areas for adaptation action.
- Develop a framework for implementing territorial energy priorities.
- Continue to work closely with NHC/CGS to support the alternative building technologies with an emphasis on energy-efficient and climate-friendly construction.

Priorities (2025-26 April - October)

- Finalize the resources and modules for the Nunavut Trapper Education Program.
- Build mentorship opportunities for youth into the Climate Change Secretariat.
- Increase public awareness of climate change in Nunavut.
- Liaise with GN Departments and Agencies on exploring priority areas for adaptation action.
- Identify new funding opportunities for clean energy projects.
- Continue to work closely with NHC/CGS to support alternative building technologies with an emphasis on energy-efficient and climate-friendly construction.

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)	2021-22	2022-23	2023-24	2024-25
Wildlife Operations		6,646	6,646	6,646	6,646
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
This program area involves provision of core operating funding to each of Nunavut's 25 community-based HTOs to allow them to play an active role, with the GN, in the local management of renewable resources.					
Regional Wildlife Organizations		223	223	223	223
This program area involves provision of core operating funding to each of Nunavut's three RWOs.					
Wildlife Community Support and Contributions		355	315	315	315
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 support for active harvesters, disaster compensation, wildlife damage prevention, and wildlife damage compensation.					
Seal and Fur Programs Policy		645	645	645	645
The Seal and Fur Programs Policy provides support for individuals and organizations involved in the harvesting of Nunavut's seal and furbearers. This program provides funding through its three program areas, Fur Assessment and Advance, Fall Incentive, and Sealskin Purchasing.					
Total, Wildlife Operations		8,307	8,267	8,267	8,267

Priorities (2022-23)

- Finalize and implement the Enforcement and Licencing Database System.
- Enhance Support for harvesters by re-examining the wolf incentive program for further incentives.

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.

Priorities (2024-25)

- Update and reintroduce seal skin and wild fur grading training for all departmental staff.
- Implement the Wildlife Guardian training program, to promote and provide employment opportunities within this field for Nunavummiut.

Priorities (2025-26 April - October)

- Finalize the Wildlife Guardian training program, to promote and provide employment opportunities within this field for Nunavummiut.

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.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
Wildlife Research		4,489	4,894	4,894	4,894

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.

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 leading the territorial government 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)	2021-22	2022-23	2023-24	2024-25
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Environmental Operations		1,361	1,598	1,598	1,598
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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	323	323	323
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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	471	471	471
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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	1,079	1,079	1,079
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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	3,471	3,471	3,471
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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.
- Support communities with environmental protection measures, for example pilot waste oil barrel removal project which will focus on three communities one in each region. The pilot project will focus on developing a structure for communities to follow with support from DOE in the removal of waste oil barrels.
- The contaminated sites working group has been re-established in 2022 with the goal to support the GN in delineating liabilities under direction of the Federal Auditor General. EP will continue to work collaborating with this working group.

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.

Priorities (2024-25)

- Explore how Environmental Compliance can improve service delivery to communities.
- Spills training for Environmental Protection Officers.
- Waste Management Strategy for the Territory.

Priorities (2025-26 April - October)

- Work with communities to support contaminated sites; evaluation risk, assessment and reporting.

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.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
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Program Development		364	379	379	379
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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	1,579	1,579	1,579
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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

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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	2,457	2,457	2,457
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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 cycle of approvals, implementation, and updates of the plans.
- 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. Continue the cycle of approvals, implementation, and updates of the plans.
- Complete the development of Heritage Appreciation and Interpretive Plans for Napartulik Territorial Park.
- Continue to 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.

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 cycle of approvals, implementation, and updates of the plans.

- 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. Continue the cycle of approvals, implementation, and updates of the plans.
- 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.

Priorities (2024-25)

- 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 cycle of approvals, implementation, and updates of the plans.
- 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. Continue the cycle of approvals, implementation, and updates of the plans.
- Continue work on 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.
- Finalize the revision of the Territorial Parks Act.
- Continue the development of a Nunavut Parks System and Implementation Plan.

Priorities (2025-26 April - October)

- 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 development and 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 cycle of approvals, implementation, and updates of the plans.
- Continue the development and 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. Continue the cycle of approvals, implementation, and updates of the plans.
- Implement the Territorial Parks Act.
- Finalize the negotiations for a new Funding and Implementation Plan for the 2026-2036 period of the Inuit Impact and Benefit Agreement for Territorial Parks in Nunavut.
- Finalize the development of a Nunavut Parks System and Implementation Plan.

Financial Summary

Branch	2021-2022 Main Estimates		2022-2023 Main Estimates		2023-2024 Planned		2024-2025 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
CORPORATE MANAGEMENT								
Compensation and Benefits	4,318	34.0	3,982	34.0	3,982	34.0	3,982	34.0
Grants and Contributions	373		528		528		528	
Other O&M	1,189		1,070		1,070		1,070	
Subtotal	5,880		5,580		5,580		5,580	
PROGRAM MANAGEMENT								
Compensation and Benefits	10,858	98.5	12,024	102.5	12,024	102.5	12,024	102.5
Grants and Contributions	1,016		1,016		1,016		1,016	
Other O&M	6,955		6,089		6,089		6,089	
Subtotal	18,829		19,129		19,129		19,129	
TOTAL	24,709	132.5	24,709	136.5	24,709	136.5	24,709	136.5

Inuit Employment Plan

Departmental Inuit Employment Targets				
Environment	As at Sept 30, 2021		For March 31, 2023	
		Capacity %		Capacity %
Total Department Positions	133.5		136.5	
Total Filled Positions	97.5	73%	108	79%
Total Vacancies	36	27%	28.5	21%
Total Inuit	46.5	48%	60	56%
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	2	100%	2	100%
Total Senior-Management Positions	7		7	
Total Filled Senior-Management Positions	5	71%	7	100%
Total Vacant Senior-Management Positions	2	29%	0	0%
Total Inuit in Senior-Management Positions	1	20%	1	14%
Total Middle-Management Positions	19		19	
Total Filled Middle-Management Positions	15	79%	14	74%
Total Vacant Middle-Management Positions	4	21%	5	26%
Total Inuit in Middle-Management Positions	1	7%	2	14%
Total Professional Positions	33		37	
Total Filled Professional Positions	19	58%	24	65%
Total Vacant Professional Positions	14	42%	13	35%
Total Inuit in Professional Positions	2	11%	7	29%
Total Paraprofessional Positions	62		61	
Total Filled Paraprofessional Positions	48	77%	51	84%
Total Vacant Paraprofessional Positions	14	23%	10	16%
Total Inuit in Paraprofessional Positions	33	69%	38	75%
Total Administrative Positions	10.5		10.5	
Total Filled Administrative Positions	8.5	81%	10	95%
Total Vacant Administrative Positions	2	19%	0.5	5%
Total Inuit in Administrative Positions	7.5	88%	10	100%

Capacity

As of September 30, 2021, 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, 2023 Inuit Employment Target Positions –12

- The Department of Environment has filled 43% of the target positions (3 out of 7) with Inuit.

Priorities (2021-22)

- Continue to identify/create and fill positions, through restricted competition for positions identified and created for Inuit only.
Status: of the 7 positions identified we have filled 1 position indeterminately, 1 position via a 3 year term (Trainee position) and are waiting for the approval of a Direct Appointment to fill a third position. The remaining 4 positions are all in various stages of the staffing process.
- Increase involvement in Nunavut Arctic College's Environmental Technology Program in order to inform Inuit graduates of potential roles they could have in the department as well as inform them of the further qualifications they require for other positions.
Status: this initiative remains ongoing as long as the program is offered by Nunavut Arctic College.

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.

Department of Environment

- Create additional Summer Student Employment Equity Program opportunities in regional offices: Kugluktuk, Igloolik, Arviat, and Pond Inlet.

Department of Community and Government Services

Business Plan

2022-2026

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CORE BUSINESS

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

	Budget (\$000)			
	2021-22	2022-23	2023-24	2024-25
Advisory and Administrative Services	13,084	13,108	13,108	13,108
Local Government & Municipal Transfer Payments	89,957	88,900	88,900	87,180
Information Management/Information Technology	44,251	44,756	44,756	44,756
Infrastructure	118,499	120,987	120,750	120,750
Petroleum Products*[*Revolving Fund]	-	-	-	-
TOTAL	265,791	267,751	267,514	265,794

The department's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly:

- Expedite the construction of regional long-term care facilities with capabilities to meet the needs of Nunavummiut with complex care needs
- Expand and/or renovate existing continuing care facilities
- Renovate or repurpose existing buildings for use in the housing continuum
- Incentivize the use of Inuit labour in housing construction and maintenance
- Prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs
- Investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction

Advisory and Administrative Services

The Advisory and Administrative Services branch provides management support and advice to the Minister's office. The Directorate is also responsible for policy & communications, human resource management, and finance and administration services in support of both headquarters and regional operations.

Department of Community and Government Services

Objectives:

- Support and guide the business of the department.
- Support and implement policy and legislation.
- Government-wide procurement services and corresponding logistics supports.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
Deputy Minister's Office		776	582	582	582
The Deputy Minister provides support and advice to the Minister and ensures implementation of ministerial direction and government policy. The Deputy Minister provides overall leadership to the department.					
Policy and Planning		843	838	838	838
Policy, planning and communications provides leadership and advisory services in the review, development and implementation of departmental policies, legislation and communication initiatives. This division provides strategic advice to the department.					
Consumer Affairs		462	462	462	462
Provides consumer protection services, lottery, and business licensing to residents across Nunavut.					
Financial Services		4,879	4,989	4,989	4,989
Provides financial management advisory services, external and internal reporting, and accounting services for the department.					
Human Resources		1,185	1,405	1,405	1,405
Human Resources provides support for recruitment and retention, Inuit employment planning and human resource administration					
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		4,859	4,752	4,752	4,752
Provides centralized purchasing services for all government departments' goods, services, and logistical requirements.					
Total, Advisory and Administrative Services		13,084	13,108	13,108	13,108

Priorities (2022-23)

- Provide leadership and support to divisions to ensure that Katujjiluta priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Provide advice on incentivizing the use of Inuit labour in housing construction and maintenance.
- Ensure the prioritization of projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Evaluate the employee online onboarding website to assess its effectiveness with new employees.
- Review the Lotteries Act and proceed with the legislative process to propose potential amendments.

Priorities (2023-24)

- Provide leadership and support to divisions to ensure that Katujjiluta priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Support government efforts on incentivizing the use of Inuit labour in housing construction and maintenance
- Ensure the prioritization of projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Continue the legislative process to propose amendments to the *Lotteries Act*.
- Develop communication tools to ensure new initiatives and business processes are shared with stakeholders, partners, and clients.
- Review and evaluate client services processes and protocols with internal and departmental customers, vendors, stakeholders, and partners.

Priorities (2024-25)

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

Department of Community and Government Services

- Support government efforts on incentivizing the use of Inuit labour in housing construction and maintenance
- Ensure the prioritization of projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Develop a departmental communications strategy to communicate and meet core business objectives more effectively.
- Develop a departmental strategic plan to identify opportunities to increase the value of the departments service delivery to stakeholders.
- Develop a client services model to include processes and protocols with internal and departmental customers, vendors, stakeholders, and partners.

Priorities (2025-26)

- Provide leadership and support to divisions to ensure that Katujjiluta priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Support government efforts on incentivizing the use of Inuit labour in housing construction and maintenance
- Ensure the prioritization of projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Work to develop an internal policy performance review process to maximize the value of departmental policies in achieving their objectives.
- Implement the Departmental Strategic Plan to increase service delivery to stakeholders and achieving organizational objectives.
- Continue to implement the client service model to departmental customers, vendors, stakeholders and partners.

Local Government Services & Municipal Transfers

The Local Government and Municipal Transfers Branch supports building community capacity through developing partnerships and training programs. The Community and Lands division provides community planning monitoring and sustainability planning. The Sports and Recreation division promotes amateur sport, and recreation through territorial sport and recreational organizations. This division leads the territories emergency preparedness and Search and Rescue operations.

Community Support and Community Infrastructure divisions provide community governments with capital planning, lifecycle management of municipal infrastructure, and operational support. The divisions work with the Nunavut Community Infrastructure Advisory Committee to identify and give recommendations for community capital infrastructure priorities and supports communities in developing and maintaining Integrated Community Sustainability Plans.

Objectives:

- Provide training and resources to elected officials and municipal staff.
- Provide community planning in accordance with the *Commissioner's Land Act* and the *Nunavut Land Claims Agreement*.
- Encourage and promote physical activity through sport clubs, volunteer organizations, multi-sport games such as the Arctic Winter games, and the North American Indigenous Games.
- Ensure the Territories emergency preparedness plan and protection and safety of Nunavummiut through its Search and Rescue Operations.
- Administers both block and proposal-based small capital funding program that support the acquisition, upgrading, renewal and disposal of municipal assets, including the Municipal Capital Block Fund, the Community Small Projects Fund and the Municipal Green infrastructure Fund.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
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ADM, Local Government		449	715	715	715
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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		3,701	3,631	3,631	3,631
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Develops and aids community development by fostering self-reliance, through initiatives that develop the capacity of communities to operate services.

Community Support Division		1,965	1,865	1,865	1,865
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Provides onsite in-community support of municipalities in the areas of regulatory compliance and operational support for the delivery of municipal water, wastewater and solid waste programs and services.

Municipal Organization Operating Fund 1,103 **1,103** 1,103 1,103

Provide financial support to non-profit organizations to assist with operational costs and delivery of services to their membership.

Community Development Fund Program 457 **457** 457 457

Proposal based program, 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 4,217 **4,287** 4,287 4,287

Provides community planning, mapping, property assessments and land administration services. Supports communities in developing Community Sustainability Plans.

Senior Citizens and Disabled Persons Tax Relief 318 **318** 318 318

Provides tax relief in Iqaluit for senior citizens and disabled persons residing within the municipal tax authority.

Municipal Collaboration Program 150 **150** 150 150

Facilitates community leadership meetings in Nunavut.

Community Asset Protection Program 850 **850** 850 850

Provides a contribution for the Municipal Insurance Exchange to offset incremental costs associated with municipal insurance coverage and to implement loss control program initiatives with focus on such critical areas as fire training and fire prevention.

Municipal Funding Program 48,151 **49,003** 49,003 49,003

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

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 6,333 **6,733** 6,733 6,733

Ensures fair compensation to tax-based municipal governments for municipal services provided to the Government of Nunavut.

Municipal Mobile Equipment Program 2,513 - - -

Provides annual core funding to assist communities in mobile equipment lifecycle planning, procurement, and maintenance. This program provides communities with annual funding so that communities can determine the equipment required and maintained to a high standard. (Mobile Equipment program has been transferred to Capital)

Sport and Recreation Division 3,373 **3,407** 3,407 2,137

Sport and Recreation Administration provides overall direction and planning for the management and delivery of Sport Recreation and Physical Activity initiatives in Nunavut. The key program responsibilities include the development and facilitation of programs designed to promote and develop opportunities in Sport, Recreation and Physical Activity for Nunavummiut at the community, regional, territorial, national, and international level.

Sport and Recreation Grants & Contributions 4,405 **4,384** 4,384 3,934

The grant and contribution program is designed to assist Sport and Recreation fund the delivery of programs that support sport related training and development. They also support programs such as technical development, sport development, sport events games funding, on-going community-based physical activity initiatives and sport and recreational activities and programs.

Nunavut Emergency Management Division 1,916 **1,916** 1,916 1,916

Responsible for the territorial emergency preparedness plan and provides assistance to Nunavut communities emergency planning and the territories search and rescue planning and training.

Search and Rescue 300 **300** 300 300

Serves to enhance community-based ground search and rescue (GSAR) capability and preparedness across Nunavut.

Search and Rescue Grants and Contributions 620 **620** 620 620

Search and Rescue funding is provided through Contribution agreements and grants in support of SAR operations and maintenance amongst Search and Rescue Organizations.

Community Infrastructure Division 1,118 **1,143** 1,143 1,143

Provides research, planning, administration, and financial oversight for municipal infrastructure projects. This division integrates community-identified priorities into the five-year capital planning process and supports the successful operation of the Nunavut Community Infrastructure Advisory Committee. Using an evidence based, research informed approach into the regulatory and planning processes it can administrate departmental and federally funded capital infrastructure projects.

Total, Local Government Services & Municipal Transfers	89,957	88,900	88,900	87,180
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Priorities (2022-2023)

- Work with partners and stakeholders to develop and deploy the Drinking Water Strategic Framework action plan.
- Continue to work with lead agencies, and other stakeholders in the development of a solid waste strategy and solid waste management regulations
- Develop the accompanying Action Plan to the Nanaliit Aulajut, Nunavut’s Sport, Physical Activity and Recreation Framework.
- Work collaboratively with the municipalities to strengthen the municipal capital planning process to include maintenance and new project prioritization under the Integrated Community Sustainability Plan.
- Finalize the Emergency Plans of Nunavut Departments and Agencies into the Government of Nunavut Territorial Emergency Plan.
- Work with municipal councils and stakeholders to continually improve council orientation and training resources.

Priorities (2023-24)

- Engage with relevant stakeholders on implementation of key action items from the Drinking Water Strategic Framework.
- Support our partners to develop a Solid Waste Management Strategy that will address current compliance of existing facilities and future new facility planning.
- Develop an evaluation matrix to monitor progress of the Sport, Physical Activity and Recreation Framework and Action Plan.
- Continue to work with partners and stakeholders to develop the Drinking Water Strategic Framework action plan.

Priorities (2024-25)

- Continue to work with the Department of Environment to develop a Solid Waste Management Strategy that will address current compliance of existing facilities and future new facility planning.
- Implement the Drinking Water Strategic Framework action plan.

Priorities (2025-26)

- Commence a review of the Municipal Water Sewage Subsidy Program.
- Continue implementation of the Sport, Physical Activity and Recreation Framework and Action Plan.

Information Management/Information Technology

The Information Management/Information Technology (IM/IT) is responsible for government-wide information and communications technology.

Objectives:

- Provide a centralized and shared source of IM/IT planning, development, applications, and support.
- Provide a network of satellite communication systems.
- Implement supports to the clients to include, computer servers, applications software, computer workstations, and a centralized helpdesk support system.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
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**Telecommunications
(Voice and Satellite)**

		10,862	13,136	13,136	13,136
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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 & Communications Technology Division		32,653	23,020	23,020	23,020
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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	50	50	50
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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.

Government Information & Planning 711 **6,781** 6,781 6,781
Division

Develops and implements policies, standards, procedures, and guidelines on records management issues. Oversees, maintains, and implements Administrative Records Classification System and Operational Records Classification systems. Manages three record centers across Nunavut in Iqaluit, Rankin Inlet and Cambridge Bay.

Corporate Chief Information - **1,769** 1,769 1,769
Officer

The Corporate Chief Information Officer provides executive leadership and direction for the coordinated planning, design, development and implementation of strategies and initiatives to optimize the Government of Nunavut's (GN) investment in IM/IT through the delivery of corporate Information Management (IM) and Information and Communications Technology (ICT) programs and services.

**Total, Information Management/
Information Technology** **44,251** **44,756** **44,756** **44,756**

Priorities (2022-2023)

- Continue supporting the promotion of language through technology with the integration of Inuktitut and Inuinnaqtun into the Microsoft Machine Translator Project.
- Work with stakeholders to improve business relationships and align IT strategies for new capabilities.
- Implement improvements and design solutions to enhance mobile and remote security protocols.
- Improve telecommunications and IM/IT customer services through the development of new communications resources and the strategic introduction of hybrid technologies.

Priorities (2023-24)

- Continue the development and implementation of the data classification system for information management.
- Develop professional development and education opportunities for staff and new positions.
- Continue to build and improve the communications strategy for IM/IT customer service.
- Initiate the implementation of the telecommunications strategy, to transition technologies (Low Earth Orbit Satellites).

- Work to identify and develop requirements with Human Resources and Executive and Intergovernmental Affairs for new IM/IT Resource tools for Government of Nunavut employees.

Priorities (2024-25)

- Develop professional development and education opportunities for staff.
- Continue the implementation of the telecommunications strategy, to transition technologies (Low Earth Orbit Satellites).
- Continue the transition of government departments from satellite to the high-speed network.

Priorities (2025-26)

- Review and evaluate the effectiveness of communication tools developed for introducing new initiatives and processes shared with stakeholders, partners, and clients.
- Continue to implement the transition towards digital government and automation systems and the data classification system for Information management.
- Continue to develop a Government of Nunavut digitization program.

Infrastructure

The Infrastructure Branch is responsible for the delivery of capital projects, facilities management, and the Government of Nunavut asset portfolio.

Objectives:

- Establish infrastructure priorities and works with client departments to lead ongoing planning, technical advisement, and safety for all capital projects.
- Provides and delivers facility management and maintenance.
- Provides facility administrative management of all government office and warehouse space.
- Ensures all facilities meet safety and building codes with ongoing monitoring, and inspections for compliance in safety and legislative and regulatory requirements.
- Expand trades training and apprenticeships.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
ADM, Infrastructure		613	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	1,463	1,463	1,463	1,463
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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 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 to reduce utility costs and greenhouse gas emission.

Facility Management	33,799	34,261	34,024	34,024
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Provide facility management services for approximately 510 GN-owned and 100 GN-leased 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
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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	4,673	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	27,150	28,388	28,388	28,388
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Manages Government of Nunavut office space, administers leases and is responsible for disposal of real property assets.

Utilities Management	42,240	43,028	43,028	43,028
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Administration of utilities for government facilities. Promotes conservation of non-renewable resources.

Safety Services Division	6,349	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. Administers the Public Fire Safety, Community Fire Department Contribution Policy to support education seminars as a tool

to assist in raising public awareness of fire safety and prevention techniques at home and in the community.

Total, Infrastructure	118,499	120,987	120,750	120,750
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Priorities (2022-23)

- Support government efforts to expedite the construction of regional long-term care facilities with capabilities to meet the needs of Nunavummiut with complex care needs.
- Provide support for expanding and/or renovate existing continuing care facilities in Nunavut.
- Ensure departmental advice to investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction.
- Support efforts to renovate or repurpose existing buildings for use in the housing continuum.
- Continue to work with stakeholders and manage project delivery for development of Long-Term Care Facilities, and the Nunavut Addiction and Trauma Treatment Centre.
- Continue to manage project delivery for the Nunavut Fibre Infrastructure.
- Continue implementation of the Nunavut Energy Management Initiative and monitor construction activities in North and South Baffin.
- Continue with the strategic review and study on the impacts of the adoption of Nunavut specific modifications as it applies to:
 - Existing Nunavut building codes;
 - National Energy code of Canada for Buildings; and,
 - Development of a permit processing tracking system.
- Work with partners and stakeholders to commence a review of GN building inventory to support sustainable use and long-term planning of office and program space.

Priorities (2023-24)

- Support government efforts to expedite the construction of regional long-term care facilities with capabilities to meet the needs of Nunavummiut with complex care needs.
- Provide support for expanding and/or renovate existing continuing care facilities in Nunavut.
- Ensure departmental advice to investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction.
- Support efforts to renovate or repurpose existing buildings for use in the housing continuum.

- Continue to work with stakeholders and manage project delivery for development of Long-Term Care Facilities, and the Nunavut Addiction and Trauma Treatment Centre.
- Continue to collaborate with stakeholders to monitor project delivery for Long-Term Care facilities, and the Nunavut Addiction and Trauma Treatment Centre.
- Continue to monitor project delivery for Nunavut Fibre Infrastructure projects.
- Finalize implementation of the Nunavut Energy Management Initiative in South Baffin and commence planning in the Kitikmeot Region.
- Develop and implement a consultation plan to engage stakeholders, partners and clients on the development of an energy code and implementation plan.

Priorities (2024-25)

- Support government efforts to expedite the construction of regional long-term care facilities with capabilities to meet the needs of Nunavummiut with complex care needs.
- Provide support for expanding and/or renovate existing continuing care facilities in Nunavut.
- Ensure departmental advice to investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction.
- Support efforts to renovate or repurpose existing buildings for use in the housing continuum.
- Continue to work with stakeholders and manage project delivery for development of Long-Term Care Facilities, and the Nunavut Addiction and Trauma Treatment Centre.
- Continue to collaborate with stakeholders to monitor project delivery for Long-Term Care facilities, and the Nunavut Addiction and Trauma Treatment Centre.
- Commence a review of the asset management planning process.
- Continue to collaborate with stakeholders to monitor project delivery for Long-Term Care facilities, and the Nunavut Addiction and Trauma Treatment Centre.

Priorities (2025-26)

- Support government efforts to expedite the construction of regional long-term care facilities with capabilities to meet the needs of Nunavummiut with complex care needs.
- Provide support for expanding and/or renovate existing continuing care facilities in Nunavut.
- Ensure departmental advice to investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-

friendly construction.

- Support efforts to renovate or repurpose existing buildings for use in the housing continuum.
- Continue to work with stakeholders and manage project delivery for development of Long-Term Care Facilities, and the Nunavut Addiction and Trauma Treatment Centre.
- Continue to collaborate with stakeholders to monitor project delivery for Long-Term Care facilities, and the Nunavut Addiction and Trauma Treatment Centre.
- Develop an Energy Code and implementation plan.
- Finalize the Nunavut Energy Management Initiative in the Kitikmeot Region.
- Monitor the GN building inventory for sustainable use and long-term planning of office and program space.

Petroleum Products Division

The Petroleum Products Division is responsible for the purchase, import, storage and deliver of petroleum products in Nunavut.

Objectives:

- Manage bulk fuel storage facilities assets that service various clients to include government, business, airlines, homeowners, and the public.
- Manages the sale of petroleum products, inventory, accounts receivable and expenditures.

Priorities (2022-23)

- Commence an audit of the Petroleum division's health and safety management and environmental management systems with an aim 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 a needs assessment for the upgrade and replacement of PPD's legacy back-office software; PPD Windows.
- Proceed through the legislative process to establish a Nunavut Petroleum Products Commission.

Priorities (2023-24)

- Finalize the needs assessment for the upgrade and replacement of PPD's legacy back-office software.
- Support the Human Resources division to assess opportunities to collaborate with colleges in the delivery of petroleum related trades education programs for Nunavut.

Priorities (2024-25)

- Implement the Petroleum Products Division new software solution.
- Continue to work with Human Resources division to assess opportunities to collaborate with colleges in the delivery of petroleum related trades education programs for Nunavut.

Priorities (2025-26)

- Develop and implement new efficiencies in the purchase and transportation of refined petroleum products in Nunavut.

Financial Summary

Branch	2021-22		2022-23		2023-24		2024-25	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
DIRECTORATE								
Compensation and Benefits	9,353	77.0	9,708	82.0	9,708	82.0	9,708	82.0
Grants and Contributions	80		80		80		80	
Other O&M	3,651		3,320		3,320		3,320	
Subtotal	13,084		13,108		13,108		13,108	
LOCAL GOVERNMENT SERVICES								
Compensation and Benefits	11,097	91.0	11,144	88.0	11,144	88.0	11,144	86.0
Grants and Contributions	73,048		71,766		71,766		71,316	
Other O&M	5,812		5,990		5,990		4,720	
Subtotal	89,957		88,900		88,900		87,180	
INFORMATION MANAGEMENT/INFORMATION TECHNOLOGY								
Compensation and Benefits	9,748	80.0	9,533	78.0	9,533	78.0	9,533	78.0
Grants and Contributions	25		50		50		50	
Other O&M	34,478		35,173		35,173		35,173	
Subtotal	44,251		44,756		44,756		44,756	
INFRASTRUCTURE								
Compensation and Benefits	23,182	184.0	23,192	184.0	22,955	182.0	22,955	181.0
Grants and Contributions	1,795		1,795		1,795		1,795	
Other O&M	93,522		96,000		96,000		96,000	
Subtotal	118,499		120,987		120,750		120,750	
PETROLEUM PRODUCTS DIVISION								
Compensation and Benefits	-	30.0	-	34.0	-	34.0	-	34.0
Grants and Contributions	-		-		-		-	
Other O&M	-		-		-		-	
Subtotal	-		-		-		-	
TOTAL	265,791	462.0	267,751	466.0	267,514	464.0	265,794	461.0

Department Summary	2021-22		2022-23		2023-24		2024-25	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Salary	53,380	462.0	53,577	466.0	53,340	464.0	53,340	461.0
G&C	74,948		73,691		73,691		73,241	
Other O&M	137,463		140,483		140,483		139,213	
TOTAL	265,791	462.0	267,751	466.0	267,514	464.0	265,794	461.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Community and Government Services	As at Sept. 30, 2021		For March 31, 2023	
		Capacity %		Capacity %
Total Department Positions	464		466	
Total Filled Positions	325	70%	336	72%
Total Vacancies	139	30%	130	28%
Total Inuit	131	40%	137	41%
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	22		22	
Total Filled Senior-Management Positions	13	59%	20	91%
Total Vacant Senior-Management Positions	9	41%	2	9%
Total Inuit in Senior-Management Positions	3	23%	3	15%
Total Middle-Management Positions	64		64	
Total Filled Middle-Management Positions	47	73%	45	70%
Total Vacant Middle-Management Positions	17	27%	19	30%
Total Inuit in Middle-Management Positions	13	28%	13	29%
Total Professional Positions	126		126	
Total Filled Professional Positions	88	70%	90	71%
Total Vacant Professional Positions	38	30%	36	29%
Total Inuit in Professional Positions	16	18%	17	19%
Total Paraprofessional Positions	202		202	
Total Filled Paraprofessional Positions	140	69%	140	69%
Total Vacant Paraprofessional Positions	62	31%	62	31%
Total Inuit in Paraprofessional Positions	66	47%	67	48%
Total Administrative Positions	47		49	
Total Filled Administrative Positions	35	74%	38	78%
Total Vacant Administrative Positions	12	26%	11	22%
Total Inuit in Administrative Positions	33	94%	37	97%

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.

CGS continues to prioritize direct appointments of long time Inuit staff. Since 2020, CGS has brought forward 18 direct appointments of staff, all of which were Inuit-14 have been approved, 1 is pending cabinet approval and 3 were unsupported and recommended to staff by competition or transfer assignment. 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. For March 31, 2023, Inuit Employment Target Positions will be a total of #137, which will be an increase from 132 as of March 31, 2022.

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. Sessions are held once per month in Iqaluit via Microsoft Teams and Teleconference with both headquarters and regional employees.

The following departmental initiatives will support CGS's implementation of our Inuit employment plan for 2022-23:

Inuit Employment Plan

Priorities 2021-22

- Continue to create internal internship program within the department and continue to apply for participation in the Sivuliqtiksatsat program.
Status: CGS Currently has 14 Inuit who are on developmental transfer assignment and through this method, employees are trained and mentored with the intent of placing them into the positions permanently (after successfully completed the developmental TA)
- Continue to build capacity within the department for individual training and development plans, including training opportunities internal to the department.
Status: CGSHR has received 49 performance review for Inuit staffs and 21 of them submitted the Training and Development plans. There is a decrease in the numbers of training and development plan being received mostly due to the COVID-19 where courses are postponed or cancelled, and a reminder will be sent to managers to complete them for staff who are interested in pursuing training.
- 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.

Status: CGS requested training and development plans for all Inuit staff as part of their performance management. We currently received, 10 T&D to date.

- 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
Status: CGSHR has been working with atiigo media to create a brochure, with the main audience being High school students. A draft product has been produced. A Promotional video is in the process of being created, we have 3 CGS employees that will take part in an interview included in this video that will provide insight on how they became employed with CGS and what is rewarding about their position as an example. Both products will be available on CGS home page.
- Identify junior level or trainee positions to provide opportunities to get into fields of work that require more training and experience.
Status: In progress, CGS created 1 Assistant Fire Marshal Intern but, staffing is at a freeze at the moment. CGS will continue to look for opportunities to create interns (reprofile positions into JR positions), we are in progress of identifying positions to create more laddering.

Priorities 2022-23

- Continue to build capacity within the department for individual training and development plans, including:
 - Professional development, education and training opportunities internal to CGS employees.
 - Career laddering opportunities; and
 - Ongoing coaching and mentoring.
- Continue delivery of the after-school employment initiatives in Nunavut schools and increase awareness for students of the jobs and career paths available in CGS across Nunavut.
- Engage with Nunavut Arctic College to explore the opportunity of developing a Memorandum of Understanding that focuses on educational and training opportunities in trade professions.

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**

2022-2026

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CORE BUSINESS

	Budget (\$000)			
	2021-22	2022-23	2023-24	2024-25
Corporate Management	6,422	6,290	6,290	6,290
Business Development	17,900	17,487	17,487	17,487
Economic Development Operations	4,323	4,248	4,248	4,248
Tourism and Cultural Industries	5,690	5,673	5,673	5,673
Minerals and Petroleum Resources	3,898	4,651	4,651	4,651
Fisheries and Sealing	2,883	4,687	4,687	4,687
Transportation Policy and Planning	2,948	3,148	3,578	3,578
Motor Vehicles	3,379	4,006	4,016	4,016
Nunavut Airports	19,643	20,105	20,105	20,105
Iqaluit International Airport	24,710	24,851	24,851	24,851
TOTAL	91,796	95,146	95,586	95,586

The department's responsibilities include providing leadership for the following mandate commitments of the 6th Legislative Assembly:

- Refresh strategic plans for sustainable economic development and diversification in all sectors
- Increase training for employment in sectors such as mining, arts and crafts, tourism, and small business in partnership with Inuit organizations and the private sector
- Identify and promote opportunities for new local businesses and services
- Investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction
- Repatriate fisheries licences and purchase more fishing quota
- Enhance supports for harvesters
- Create an online marketplace for Nunavut arts and crafts

The department's responsibilities include providing support for the following mandate commitments of the 6th Legislative Assembly:

- Enable elders to access more country food
- Incentivize the use of Inuit labour in housing construction and maintenance
- Prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs
- Prepare and implement a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy

Corporate Management

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 Nangminiqagtunik Ikajuuti Act*. Corporate Management is also responsible for managing requests made to the department under the *Access to Information and Protection of Privacy Act*.

Corporate Management is responsible for monitoring the department's progress in the attainment of key government priorities, including implementation of *Katujjiluta*, 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 coordinates requested assistance on behalf of the department to the Chief Public Health Officer and COVID-19 Response Secretariat to support the whole-of-government response to the COVID-19 pandemic.

Objectives

- To advise government on strategies to support sustainable development in Nunavut, job creation and providing support for the *Katujjiluta* 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, in particular Article 24 (Nunavummi Nangminiqagtunik Ikajuuti (NNI)).
- 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)	2021-22	2022-23	2023-24	2024-25
Directorate		1,841	1,762	1,762	1,762
The Directorate is responsible for the overall management and strategic direction of the department through the offices of the Deputy Minister and Assistant Deputy Ministers. The Directorate also oversees the implementation of <i>Katujjiluta</i> , Inuit societal values and other Government of Nunavut strategies.					
Responsible Development		191	185	185	185
The Responsible Development section is responsible for coordinating the Government of Nunavut's participation in processes mandated by the <i>Nunavut Agreement</i> 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	979	979	979
Policy, Planning and Communications supports and oversees all corporate planning, legislation and policy development along with associated research, and communication.					
<i>Nunavummi Nangminiaqtunik Ikajuuti</i> Secretariat		661	661	661	661
The <i>Nunavummi Nangminiaqtunik Ikajuuti</i> Secretariat is responsible for the facilitation, coordination and implementation of the <i>Nunavummi Nangminiaqtunik Ikajuuti Regulations</i> and is the chief advocate for these regulations in the Government of Nunavut. The <i>Nunavummi Nangminiaqtunik Ikajuuti Regulations</i> were developed responsive to Article 24 of the <i>Nunavut Agreement</i> , 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	2,703	2,703	2,703
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		6,422	6,290	6,290	6,290

Priorities (2022-23)

- Provide leadership and support to divisions to ensure that *Katujjiluta* priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Review all departmental strategic plans and begin work on refreshing strategies with stakeholders and partners to ensure effective sustainable economic development and diversification in all sectors.
- Lead government efforts to increase training for employment in mining, arts and crafts, tourism, and small business in partnership with Inuit organizations and the private sector.
- Explore options to identify opportunities for new local businesses and services to create more jobs and local businesses in Nunavut communities.
- Lead government efforts to investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction
- Lead the development of a plan to repatriate fisheries licences and purchase more fishing quota.
- Lead the development of a strategy in collaboration with the Department of Environment to enhance supports for harvesters in Nunavut.
- Provide leadership support for the development of a strategy to create an online marketplace for Nunavut arts and crafts.
- Ensure departmental support in government efforts to enable elders to access more country food.
- Ensure departmental support in incentivizing the use of Inuit labour in housing construction and maintenance.
- Ensure departmental support to prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Ensure departmental support in government efforts to prepare a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy.
- Initiate consultations with NTI, the regional Inuit associations, communities, and other stakeholders on the department's strategy and plans for economic development and diversification in alignment with *Katujjiluta* objectives.
- Begin the *Nunavummi Nangminiaqtunik Ikajuuti* Comprehensive review, as mandated by section 12.7 of the *Nunavummi Nangminiaqtunik Ikajuuti* Regulations.

- Explore market-based solutions to land and lot development in Iqaluit and Rankin Inlet to support the whole-of-government response to Nunavut's housing crisis.

Priorities (2023-24)

- Provide leadership and support to divisions to ensure that *Katujjiluta* priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- 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.
- Monitor and evaluate the success of the Motor vehicles e-commerce pilot project on the new GN website.
- Explore options to increase availability of departmental services through e-commerce on the new GN website.
- Explore market-based solutions to land and lot development in Iqaluit and Rankin Inlet to support the whole-of-government response to Nunavut's housing crisis.
- In collaboration with Executive and Intergovernmental Affairs, explore options to provide online Motor Vehicles services to the public through an e-commerce pilot project, after the launch of the new GN website.

Priorities (2024-25)

- Provide leadership and support to divisions to ensure that *Katujjiluta* priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Explore options to increase availability of departmental services through e-commerce on the new GN website.

Priorities (2025-26)

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

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

- Help ensure the participation of Nunavummiut in the development of the economy by promoting the construction of infrastructure that provides access to resources and contributes to the development of social capital and human resources.
- Develop, operate and maintain critical pieces of transportation infrastructure to facilitate the efficient movement of people and goods throughout the territory.
- Implement the recommendations of the Nunavut Transportation Strategy.
- Work with the federal government to advance projects to build or improve roads, airports, and marine infrastructure.
- Advance the development of Nunavut's community-based marine infrastructure for the benefit of Nunavummiut, commercial fisheries and marine transportation service providers.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
Division Operations		1,148	1,348	1,778	1,778
Community Transportation Initiatives Program		1,800	1,800	1,800	1,800

This program supports communities to develop local transportation facilities and infrastructure to connect communities, natural resource development opportunities, and traditional livelihood

activities.

Total, Transportation Policy and Planning	2,948	3,148	3,578	3,578
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Priorities (2022-23)

- Manage the procurement and execution of the Kivalliq inter-community road study, encompassing planning and initial design of a road network connecting Arviat, Whale Cove, Rankin Inlet, Chesterfield Inlet and Baker Lake.
- Monitor design, procurement and delivery of airport and marine infrastructure projects, including airport mobile equipment shelters in seven communities and the Qikiqtarjuaq port.
- Corresponding with the completion of the Pond Inlet and Iqaluit marine infrastructure projects, launch marine oversight and support function.
- Publish comprehensive marine infrastructure scoping studies final report.

Priorities (2023-24)

- Monitor changes in federal infrastructure programs and identify and prioritize transportation projects for submission to future calls for proposals.
- Monitor design, procurement and delivery of airport and marine infrastructure projects.

Priorities (2024-25)

- Based on the outcome of the Kivalliq inter-community road study, identify the project’s next steps.

Priorities (2025-26)

- Evaluate the effectiveness of marine operations.

Motor Vehicles

The safety of passengers and pedestrians on our roads is the 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. Additionally, the division undertakes the delivery of General Identification Cards, Nunavut's primary identification system. The division also works to ensure

that Motor Vehicles services are available throughout the Territory.

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)	2021-22	2022-23	2023-24	2024-25
Division Operations		3,379	4,006	4,016	4,016
The Motor Vehicles division ensures Nunavut's traffic safety legislation meets national standards, and that driver's licencing, motor vehicles registration, and the government's General Identity Cards are available in all communities.					
Total, Motor Vehicles		3,379	4,006	4,016	4,016

Priorities (2022-23)

- Implement automated reminders from the Motor Vehicles Information System to clients before Driver's Licence, General Identification, and Vehicle Registration expiry.
- Strengthen regional operations in support of improved community examination and services delivery.
- Expand the availability for Nunavummiut to access Motor Vehicle services through www.gov.nu.ca.
- Proceed through the legislative process to amend the *Traffic Safety Act* to permit adoption of National Safety Code Standards for mandatory entry level training for Class 1 Driver's Licences.
- Conduct a five-year review of the Division's performance in implementing the *Traffic Safety Act*.

Priorities (2023-24)

- Review Demerit Point assignment, including the addition of automated letters to clients at 8 points and 15 points.
- Review and update Motor Vehicles Division internet-based services.

Priorities (2024-25)

- Review the effectiveness of the Motor Vehicles Information System in advance of the contract expiration in November 2024.
- Develop recommendations for future management of motor vehicles information.

Priorities (2025-26)

- Implement recommended changes to the Motor Vehicles Information System.

Nunavut Airports

Nunavut Airports is responsible for the operation and maintenance of all 24 Nunavut Airports, with the exception of Iqaluit. The division ensures facilities are in regulatory compliance and that staff and equipment meet or exceed federal standards. The division ensures close working relationships with Transport Canada, Nav Canada, and local community governments and contractors who provide services to operate and maintain community airports and 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.
- Provide support for facility planning, airport construction, and rehabilitation projects in compliance with regulatory and design standards for airports as directed by federal statutes.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
Division Operations		19,613	20,075	20,075	20,075
The Nunavut Airports division 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		19,643	20,105	20,105	20,105

Priorities (2022-23)

- 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, Naujaat 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 (2023-24)

- 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, Naujaat 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.

Priorities (2024-25)

- Develop two major rehabilitation priorities for submission to Transport Canada Airports Capital Assistance Program.
- Support the construction of the new air terminal building in 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.

Priorities (2025-26)

- Develop two major rehabilitation priorities for submission to Transport Canada Airports Capital Assistance Program.
- 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. Additionally, the airport serves a vital role for Nunavut 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 design, build, finance, operate, and maintain the airport for 30 years. Payment to AIP is in the form of three Annual Service Payments as follows: 1) Operations and Maintenance (O&M); 2) Capital Cost Repayment (paid from O&M); 3) Life Cycle Replacement (paid through Capital appropriations).

Objectives

- 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.
- 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)	2021-22	2022-23	2023-24	2024-25
Iqaluit International Airport		24,710	24,851	24,851	24,851
This program area ensures the safe, reliable, efficient, and effective operation of Iqaluit International Airport.					
Total, Iqaluit International Airport		24,710	24,851	27,851	24,851

Priorities (2022-23)

- 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.

- Undertake structural repairs of the Old Terminal Building.

Priorities (2023-24)

- 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 (2024-25)

- 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 (2025-26)

- 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.

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 Business Development division, the Tourism and Cultural Industries division, the Minerals and Petroleum Resources division, and the Fisheries and Sealing division.

Business Development

The Business Development Division leads and provides strategic oversight and delivery of the Department's economic and business development. The Business Development Division works closely with the Community Operations divisions in each of the three regions, as well as working closely with the other economic development divisions to fulfill a key role in enhancing and supporting Nunavut economic sectors locally, nationally, and internationally.

Objectives

- To set out vision and action plans that provide strategic focus on economic development programming to better serve Nunavummiut.

- Align departmental goals in economic development programs and ensure policies are positioned with the Nunavut Economic Development Strategy and key government priorities.
- Coordinate funding with the regional economic development offices as it relates to EDT's grants and contributions programs.
- Effective tracking, monitoring, and reporting on the department's grants and contributions programs.
- Work with all levels of government to enhance economic opportunities for Nunavummiut.
- Responsible for the obligations under the *Co-operatives Act* and ensuring co-ops are in good standing.
- Responsible for Nunavut's national and international trade relations.

Programs	Budget (\$000)	2020-21	2021-22	2022-23	2023-24
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Division Operations		1,173	760	760	760
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The Business Development Division supports all economic sectors in the territory and works with other governmental and non-governmental organizations and sector associations, and manages the development, review, and implementation of the Nunavut Economic Development Strategy.

Nunavut Development Corporation		3, 358	3, 358	3, 358	3,358
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The Nunavut Development Corporation is a territorial corporation mandated to create employment and income opportunities and stimulate the growth of business. The Corporation manages a Venture Investment Fund that places equity investments in Nunavut businesses in core economic sectors such as fisheries and tourism. The Corporation also owns eight subsidiary companies in Nunavut's arts and crafts, commercial fishing, and food processing sectors. Nunavut Development Corporation also runs an Inuit art marketing service that supports the promotion of Inuit art both domestically and abroad.

Nunavut Business Credit Corporation		900	900	900	900
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Nunavut Business Credit Corporation is a territorial corporation whose mandate is to stimulate economic development and employment in Nunavut by supporting, financing, and investing in resident business enterprises. As the lender of northern opportunity, Nunavut Business Credit Corporation provides financing alternatives to small and medium business enterprises in Nunavut, including term loans, lines of credit, standby letters of credit, loan guarantees, bid bond security, and indemnification of bonds provided by bonding companies.

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 *Katujiqatigiit* and the *Nunavut Economic Development Strategy*. The program contributes to business development and job creation and supports economic development projects sponsored by external organizations.

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.

Total, Business Development	17,900	17,487	17,487	17,487
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Priorities (2022-23)

- Collaborate with stakeholders to begin development of economic development plans for each region.
- Initiate consultations with external partners on the department’s plans and strategy for economic development and diversification.
- Explore opportunities to improve monitoring and reporting on economic development programs delivered by the department.
- Work with federal partners to expand opportunities for country food processing and distribution.
- Support the integration of social enterprise initiatives into existing economic development program management.
- Explore options for the integration of renewable energy initiatives into existing economic development infrastructure.

Priorities (2023-24)

- Increase collaboration with the Inuit organisations relative to program management and coordination.

- Explore opportunities to improve monitoring and reporting on economic development programs delivered by the department.
- Explore opportunities for increased small business ownership and participation in Nunavut communities.

Priorities (2024-25)

- Explore options to work with regional Inuit associations and economic development agencies to support small business-related training.
- Implementation of the program review findings and revise any economic policies that will align with the economic priorities.
- Update the department's internal monitoring and tracking system to better align with sector strategic plans.

Priorities (2025-26)

- Review of the Grants and Contributions policy for potential improvements.
- Collaborate with communities to explore options for green infrastructure projects.

Community Operations

Community Operations is responsible for the strategic direction, program delivery, and advancement of economic and business development in Nunavut. The regional Community Operations divisions administer most of the department's grant and contribution programs and identify economic development opportunities in all sectors of the Nunavut economy. Together the division advance economic development strategies and initiatives to ensure Nunavut communities can enhance their capacity and achieve sustainable economic growth and diversification.

Objectives

- Provide leadership and strategic oversight to advance economic and business development opportunities.
- Ensure the delivery of fair, consistent, and accessible economic development programs and services across the territory.
- Collaborate with stakeholders to address local and regional economic development needs through stakeholder engagement and the administration of departmental programs and strategies.
- Identify and promote potential economic opportunities through education, program improvements, and funding to businesses and other organizations.

Department of Economic Development and Transportation

- Support economic stakeholders and communities with identifying, addressing, and benefitting from new and current economic opportunities.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
Community Operations		4,323	4,248	4,248	4,248
The Community Operations division is the key program delivery arm of the department. The division provides direct support to regional organizations and community governments to foster community economic development. Community Operations offices are decentralized to Kugluktuk, Rankin Inlet, Pangnirtung, and Pond Inlet, with strategic support located in Iqaluit.					
Total, Community Operations		4,323	4,248	4,248	4,248

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.
- Integrate economic recovery priorities that have been set by various sector working groups into the department's existing program delivery efforts.

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 and reporting on economic development programs delivered by the department.
- Launch the Next Policy Framework Agreement, which is a federally-funded program that is dedicated to enhancing the agriculture, agri-food production and harvesting sectors in Nunavut.

Priorities (2024-25)

- Develop the policy framework for a dedicated program that supports the integration of renewable energy initiatives for small businesses and community infrastructure initiatives that are economic development in nature.

- Coordinate a comprehensive program review of the Grants and Contributions Policy, including the Nunavut Mine Training Fund, the Policy on Program Partnerships, the Science Education Enabling Program and the Small Business Support Program.

Priorities (2025-26)

- Review Economic Development Division organizational structure to ensure it meets increasing demand for programs.
- Ensure departmental program policies are maximizing the benefits offered by technological advancements.

Tourism and Cultural Industries

The Tourism and Cultural Industries division works with Nunavummiut to develop strong and sustainable tourism and cultural industries sectors throughout Nunavut. The division administers funding programs and provides information and advice to businesses, community organizations, non-governmental organizations, and sector associations to help create community-based sustainable economic development opportunities.

Objectives

- Guide travel and tourism development through continued collaboration between government and stakeholders.
- Develop and coordinate initiatives and programs to support Nunavut’s cultural industries.
- 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.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
Division Operations		3,137	3,120	3,120	3,120
Nunavut Film, Television, and New Media Program		1,136	1,136	1,136	1,136

The Tourism and Cultural Industries division supports 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.

This program supports the growth and development of Nunavut screen-based media and the participation of Nunavummiut in the industry. Program funding allows for financial support for

film, television, and new media productions that use and emphasize Inuit content and expertise.

Visitor Centres Program	89	89	89	89
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This program works 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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This 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	5,673	5,673	5,673
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Priorities (2022-23)

- 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.
- Prepare protocols for the projected return of expedition cruises, including engaging external partners and industry.
- Explore options to develop an Inuit tourism business mentorship program.
- Review the *Nalunaiqsijiit* training program to train Inuit to gain employment on cruise ships.
- Continue to support the implementation of Article 4 of the Inuit Impact Benefit Agreement for territorial parks.
- Review the proposed Arts and Creative Industries Strategy.
- Continue to support the development of the screen and music sectors through the effective management of partnerships.
- Research options for an online marketplace for Nunavut arts and crafts.

Priorities (2023-24)

- Finalize and start implementation of a community-based five-year tourism strategy that focuses on increasing visitation and economic impact.
- Finalize and develop an implementation plan for the Arts and Creative Industries Strategy.
- Coordinate cultural industries and tourism marketing initiatives to promote both sectors.

- Pending outcomes of the program review, reintroduce the *Nalunaiqsijiit* training program.
- Continue to monitor, analyze and implement the department's priorities in the tourism and visitor economy sector.
- Support a streamlined system for tourism permitting.
- Host an arts summit in the territory to discuss how a revised Nunavut Arts Association could be structured and more inclusive for all forms of art.
- Promote entrepreneurship and mentorship of Inuit businesses.
- Continue to support cultural industries through various partnerships.
- Develop the online arts and crafts marketplace.

Priorities (2024-25)

- Implement the Tourism Strategy.
- Implement the Arts and Cultural Strategy.
- Train, mentor, and promote Inuit tourism businesses.
- Promote Nunavut as a meetings and conferences destination.
- Launch the online arts and crafts marketplace.

Priorities (2025-26)

- Promote sustainable tourism and cultural preservation.
- Continue to support cultural industries and promote the arts sector.
- Complete implementation of Tourism Strategy.
- Complete implementation of Arts and Cultural industries strategy.

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, enhancing public

awareness, investor confidence, and liaison with key players, including industry, local service sectors, and potential workforce participants.

Objectives

- 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.
- Participate, educate, and increase awareness in the regulatory, environmental and socio-economic assessment process.
- Develop mining and petroleum industries in Nunavut by providing support for prospectors and the exploration sector, and by promoting to investors.
- Assist in acquiring new geoscience information and ensuring that both new and existing data are readily available to support mineral exploration and development in Nunavut.
- Perform strategic analyses, research, and monitoring of exploration activity, mineral potential, and other issues and conditions essential for discovery and mine development, closure, and rehabilitation to contribute to a sustainable resource industry.
- Support the environmental assessment of proposed mineral development projects and the socio-economic monitoring of approved projects.
- Provide technical support to Nunavut's ongoing devolution process.
- Provide information and advice to the government and public on mineral or oil and gas resource-related issues. 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.
- Work with communities and mining companies to ensure ongoing investment and understanding in Nunavut mineral projects.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
Division Operations		2,128	1,881	1,881	1,881
Nunavut Prospector's Program		150	150	150	150

The Minerals and Petroleum Resources division oversees program delivery and the implementation of *Parnautit*, Nunavut's mineral exploration, and mining strategy. The division promotes investment in Nunavut's mineral and petroleum resources that bring the maximum benefit to Nunavummiut while building awareness of resource issues locally and across Nunavut. The division participates as an intervener in the environmental assessment of resource development projects and facilitates regional Socio-Economic Monitoring Committees.

This program supports the development of a sustainable and viable mining industry in Nunavut through financial and technical assistance to prospectors by encouraging their work and building the information base regarding mineral deposits. The program delivers the Introduction to

Prospecting Course and provides contribution funding to Nunavut residents to carry out prospecting activities.

Community Engagement Support Program

900 **1,900** 1,900 1,900

This program increases proactive dialogue with communities affected by or soon-to-be-affected by resource development to gain public confidence in the regulatory, environmental, and socio-economic assessment process. Targeted financial assistance is provided to community organizations, mineral exploration, and junior mining companies to carry out resource development community engagement activities considered to be in the public interest.

Science Education Enabling Program 70 **70** 70 70

This program supports student interest and enrolment in math and science courses and encourages students to pursue further education, skills development, and careers in math, science, and technology.

Nunavut Geoscience Program 450 **450** 450 450

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.

The Canada-Nunavut Geoscience Office's 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 are delivered through publications and outreach activities.

Nunavut Mine Training Fund 200 **200** 200 200

This 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.

Total, Minerals and Petroleum Resources **3,898** **4,651** **4,651** **4,651**

Priorities (2022-23)

- Create an exploration incentive program to help off-set the high costs of exploration to support the junior exploration sector.
- Continue to expand the direct support for prospectors, including upgrading the Introduction to Prospecting Course and review the Nunavut Prospector Program policy to provide more support and skill development for advanced projects.

- Develop an outreach campaign to improve community awareness of economic opportunities and encourage self-reliance and local employment through the mining sector.
- Finalize the Memoranda of Understanding (MOU) with Agnico Eagle Mines for the Hope Bay mine and continue to implement to existing MOUs with Baffinland and Agnico Eagle.
- Actively participate in the Nunavut Planning Commission land use planning process, including contributing to the development of GN submission regarding the 2021 draft, and participate in the upcoming public meetings. Provide support to prepare the Government of Nunavut to make an informed decision on the final draft.
- Improve and develop digital geoscience information management to support natural resource decision-making and provide current information for the department, the public, and industry to encourage mineral exploration and development in the territory by updating data available online and building Geographic Information System (GIS) capacity internally.
- 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 socio-economic assessment processes.
- Promote 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 socio-economic assessment process.
- Continue to participate in the five-year review of the moratorium on Arctic offshore oil and gas licensing advocating for a decision-making role in the process and preparing the Government of Nunavut to respond and participate in discussions with NTI and Government of Canada leadership leading to the final decision scheduled for December 2022.
- Finalize the Mine Training Strategy and initiate work towards the implementation plan for the strategy with other GN departments and in consultation with other partners and relevant stakeholders.
- Build capacity to engage in the proposed federal protected areas and collaborate with other GN departments and partners to start the work towards developing a Nunavut Protected Areas Strategy.

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.

- As required by *Katujjiluta*, review *Parnautit*, the department's minerals and mining strategy; this review will include investigating the feasibility of developing new divisional monitoring activities (i.e., the collection and analysis of field and remote sensing data) to monitor mineral projects throughout their lifecycle.
- 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 socio-economic assessment process.
- Implement the work required based on the decision regarding the moratorium on Arctic offshore oil and gas licensing and collaborate with partners to address priority items from the NIRB's Final SEA report recommendations.
- Continue to collaborate with other GN departments and partners to finalize the Nunavut Protected Areas Strategy.
- Continue to campaign to improve community awareness of economic opportunities and encourage self-reliance and local employment through opportunities provided by the mining sector.
- Finalize the Implementation Plan for the Nunavut Mine Training Strategy with other GN departments and in consultation with other partners and relevant stakeholders.

Priorities (2024-25)

- Assume a greater role in the dissemination and management of Nunavut's geoscience data network for land development projects, 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.
- 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 socio-economic assessment process.
- Continue to campaign to improve awareness of economic opportunities and encourage self-reliance and local employment through the opportunities offered by the mining sector.
- Finalize the Nunavut Protected Areas Strategy and initiate the development of an implementation plan for the Strategy.

Priorities (2025-26)

- Assume a greater role in the dissemination and management of Nunavut's geoscience data network for land development projects, natural resource development 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.

- Initiate necessary work for the transition with regards to responsibilities for resource management to be inherited post-devolution.
- 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 socio-economic assessment process.
- Continue to campaign to improve awareness of economic opportunities and encourage self-reliance and local employment through the opportunities offered by the mining sector.

Fisheries and Sealing

The Fisheries and Sealing Division supports subsistence and commercial fisheries, sealing sector, and the fur trapper and harvesting mixed economies 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 supporting Nunavut's fisheries, fur, and sealing economies locally, nationally, and internationally.

Objectives

- Encourage and support viable, sustainable fisheries, fur, 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 training initiatives and projects where needed in the three sectors.
- 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, fur, and fishery interests locally, regionally, nationally and internationally.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
Division Operations		1,996	3,800	3,800	3,800

The Fisheries and Sealing division oversee program delivery and strategy implementation to develop viable and sustainable industries that benefit Nunavummiut. The division works in partnership with industry stakeholders to support and enhance industry research and development and advocate for Nunavut's fisheries, sealing, and fur industries within Nunavut, Canada, and internationally. The division also crews and operates Nunavut's two research vessels: the Research

Vessel (RV) Nuliajuk and the Motor Vessel (MV) Papiruiq.

Fisheries Development and Diversification Program	525	525	525	525
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This program provides financial support to Nunavut's fishing industry for sustainable economic diversification of existing fisheries and the development of new emerging fisheries. 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 provides financial support to eligible commercial fishing businesses in Nunavut to offset the freight costs required to move their product to market and air charters for fly-in fisheries.

Sealing and Fur Advocacy	12	12	12	12
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This program supports work on promoting and advocating the sealing and fur industries within and outside Canada that benefits Nunavut.

Seal and Fur 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 activities that support the promotion, advocacy, research, development, and diversification of Nunavut's sealing and fur sectors.

Seal and Fur Grant Program	10	10	10	10
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This program provides grants to individuals, organizations, businesses, or societies who wish to undertake projects and activities that support the promotion, advocacy, research, development, and diversification of Nunavut's sealing and fur sectors.

Total, Fisheries and Sealing	2,883	4,687	4,687	4,687
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Priorities (2022-23)

- Complete strategy engagement with Nunavummiut and finalize and implement the 2023-2028 Fisheries and Sealing Strategy and associated support documents (expanded to 5-year plan).
- Start a working group for Nunavut stakeholders and representatives to discuss and collaboratively work on advancing Nunavut's access to its fair share of adjacent water allocations. Actively work towards repatriating fishing quota and buying new quota, where possible, including advocating to acquire Government of Canada financial investments for these purchases.
- Plan a Fisheries and Marine Economic Development Symposium in 2023 in Iqaluit where stakeholders will look at accomplishments to date and the sectors' future.

- Review, summarize and identify gaps in fisheries, sealing and fur focused training opportunities for Nunavut.
- Work with Transport Canada to establish a working group for the Qikiqtarjuaq deep seaport for the purpose of open and continued communication throughout the construction and development of the deep seaport.
- Plan a baseline monitoring program around the Qikiqtarjuaq deep seaport, which may include establishing partnerships with researchers. Conduct pilot research activities as possible.
- Develop a long-term research plan for research vessels owned by the Government of Nunavut. Being an outreach and education campaign on employment and research opportunities for Nunavummiut on these vessels.
- Provide training and support for Nunavummiut to learn skills in fisheries development and the sealing sector.
- Continue supporting research and information collection within Nunavut that supports sustainable economic development.
- Develop a plan on how to engage with stakeholders and Nunavummiut for feedback on the harvester support programs and any gaps. Lead engagements with Nunavummiut and stakeholders to get feedback on harvester support programs offered by GN, including improvements, and identified gaps.

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.
- Maintain and continue with the working group for Nunavut stakeholders and representatives to discuss and collaboratively work on advancing Nunavut's access it's fair share of adjacent water allocations. Actively working towards repatriating fishing quota and buying new quota, where possible, including advocating to acquire Government of Canada financial investments for these purchases.
- Work with Transport Canada to maintain a working group for the Qikiqtarjuaq deep seaport for the purpose of open and continued communication throughout the construction and development of the deep seaport.
- Being the full baseline monitoring research program to monitor impacts of the Qikiqtarjuaq deep seaport construction.
- Host a Fisheries and Marine Economic Development Symposium in 2023 in Iqaluit where stakeholders will look at accomplishments to date and the sectors' future.

- Continue outreach and education campaign on employment and research opportunities for Nunavummiut on these vessels.
- Develop options for fisheries, sealing and fur focused training opportunities for Nunavut that would fill previously identified gaps.
- Look into the possibility of co-creating a researcher's working group and Nunavut database system where all information is housed for easy and efficient access for Nunavummiut.
- Develop more programs and supports for both the sealing and fur industries as identified through engagements and reviews.
- Conduct consultations and begin to develop an enhanced harvester support program based on feedback.

Priorities (2024-25)

- Support the sustainable development of fisheries for the long-term benefit of Nunavummiut as it relates to the Fisheries and Sealing Strategy.
- Maintain and continue the working group for Nunavut stakeholders and representatives to discuss and collaboratively work on advancing Nunavut's access to its fair share of adjacent water allocations. Actively working towards repatriating fishing quota and buying new quota, where possible, including advocating to acquire Government of Canada financial investments for these purchases.
- Continue supporting research and information collection within Nunavut that supports sustainable economic development.
- Work with Transport Canada to maintain a working group for the Qikiqtarjuaq deep seaport for the purpose of open and continued communication throughout the construction and development of the deep seaport.
- Continue the full baseline monitoring research program to monitor impacts of the Qikiqtarjuaq deep seaport construction.
- Plan a Fisheries and Marine Economic Development Symposium in 2025 in Iqaluit where stakeholders will look at accomplishments to date and the sectors' future.
- Focus on offering and supporting meaningful training opportunities for Nunavummiut to access and grow the fisheries, sealing and fur economies.
- Review of the RV Nuliajuk longevity and prepare internal documents for decision and plan on asset replacement or retention (5+ year forecast).

- Finalize the development of an enhance harvester support program and begin roll out of the program in communities.

Priorities (2025-26)

- Support the sustainable development of fisheries for the long-term benefit of Nunavummiut as it relates to the Fisheries and Sealing Strategy.
- Start a working group for Nunavut stakeholders and representatives to discuss and collaboratively work on advancing Nunavut's access it's fair share of adjacent water allocations.
- Continue supporting research and information collection within Nunavut that supports sustainable economic development.
- Work with Transport Canada to maintain a working group for the Qikiqtarjuaq deep seaport for the purpose of open and continued communication throughout the construction and development of the deep seaport.
- Continue the full baseline monitoring research program to monitor impacts of the Qikiqtarjuaq deep seaport construction.
- Host a Fisheries and Marine Economic Development Symposium in 2025 in Iqaluit where stakeholders will look at accomplishments to date and the sectors' future.
- Focus on offering and supporting meaningful training opportunities for Nunavummiut to access and grow in the fisheries, sealing and fur bearing economies.

Financial Summary

Branch	2021-2022		2022-2023		2023-2024		2024-2025	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	5,492	40.0	5,148	40.0	5,148	40.0	5,148	40.0
Grants & Contributions	-		-		-		-	
Other O&M	930		1,142		1,142		1,142	
Subtotal	6,422		6,290		6,290		6,290	
Transportation								
Compensation & Benefits	5,659	43.0	5,785	48.0	5,830	48.0	5,830	48.0
Grants & Contributions	1,830		1,830		1,830		1,830	
Other O&M	43,191		44,495		44,890		44,890	
Subtotal	50,680		52,110		52,550		52,550	
Economic Development								
Compensation & Benefits	8,864	72.0	8,207	72.0	8,207	72.0	8,207	72.0
Grants & Contributions	21,937		22,937		22,937		22,937	
Other O&M	3,893		5,602		5,602		5,602	
Subtotal	34,694		36,746		36,746		36,746	
Total	91,796	155.0	95,146	160.0	95,586	160.0	95,586	160.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Economic Development and Transportation	As at Sept 30, 2021		For March 31, 2023	
		Capacity %		Capacity %
Total Department Positions	155		160	
Total Filled Positions	96	62%	111	69%
Total Vacancies	59	38%	49	31%
Total Inuit	59	61%	68	61%
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	13		13	
Total Filled Senior-Management Positions	11	85%	13	100%
Total Vacant Senior-Management Positions	2	15%	0	0%
Total Inuit in Senior-Management Positions	3	27%	4	31%
Total Middle-Management Positions	31		32	
Total Filled Middle-Management Positions	23	74%	26	81%
Total Vacant Middle-Management Positions	8	26%	6	19%
Total Inuit in Middle-Management Positions	9	39%	11	42%
Total Professional Positions	45		46	
Total Filled Professional Positions	27	60%	32	70%
Total Vacant Professional Positions	18	40%	14	30%
Total Inuit in Professional Positions	18	67%	20	63%
Total Paraprofessional Positions	35		35	
Total Filled Paraprofessional Positions	20	57%	22	63%
Total Vacant Paraprofessional Positions	15	43%	13	37%
Total Inuit in Paraprofessional Positions	15	75%	16	73%
Total Administrative Positions	28		31	
Total Filled Administrative Positions	12	43%	15	48%
Total Vacant Administrative Positions	16	57%	16	52%
Total Inuit in Administrative Positions	12	100%	15	100%

Capacity

The Department of Economic Development and Transportation is highly decentralized, with 54% of all positions located outside Iqaluit. As of December 31 2021, capacity and Inuit employment were higher for the department's positions located outside the capital at 62% and 73 % respectively, compared to 63% 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 December 31, 2021, the department employed 47 casual and relief employees, 28 of whom are Inuit, or 60%.

Inuit Employment Plan

March 31, 2023 Inuit Employment Target Positions - 9

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.
Status: The department submitted targeted non-restricted job competitions with fixed terms and the majority of non-Inuit hired through the competitive process have fixed-terms.
- Continue to deliver an Interdepartmental Inuit Culture and Language program focused on increasing the Inuit Qaujimaqatuqangit capacity of the Department of Economic Development and Transportation employees.
Status: Office closures and social distancing restrictions impeded our ability to effectively roll this program out as much as we wanted but we did have several sessions.
- Deliver school presentations on the positions and opportunities within the department and related sectors.
Status: School and office closures impeded our ability and opportunities however we did deliver two presentations through the year.
- 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.
Status: The Department had one Nunavut Inuit complete Professional Development education leaves through the Amaaqtaarniq Program this year. One continues to be enrolled.
- Maintain succession plans for all managers and above who are nearing retirement.
Status: Succession plans are developed for employees who have been identified as nearing retirement.
- Foster initiatives that improve the quality of work life by improving employee perception and encourage quality of work initiatives and flexibilities.
Status: The Department was able to maintain the number of Inuit employed with the department due to these initiatives.

Department of Economic Development and Transportation

- 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.

Status: The department has at least one participant in each of the programs.

Priorities (2022-2023)

- Continue to actively promote and have employees participate in Government wide-programs such as the Sivuliqtiksat Internship Program, Summer Students Employment Equity Program and the Hivuliqtikhanut Program.
- 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 to be an employer of choice.
- 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.

Priorities (2023-24)

- 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.
- 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 to be an employer of choice.
- 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.

Priorities (2024-25)

- 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.
- 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 to be an employer of choice.
- 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.

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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, 2021 by occupational category:

September 30, 2021	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	7	1	6	86%	4	67%
Senior Management	30	11	19	63%	7	37%
Middle Management	78	19	59	76%	17	29%
Professional	257	80	177	69%	73	41%
Paraprofessional	120	31	89	75%	58	65%
Administrative Support	104	34	70	67%	65	93%
TOTALS	595	175	420	71%	224	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 Sivuliqtiksatsat intern positions. The table above reports on the number of incumbents whether they are working full time or part time.

The following table is a snapshot of the public service as of September 30, 2021 by corporation:

September 30, 2021	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Nunavut Arctic College	254	100	154	61%	88	57%
Nunavut Business Credit Corporation	6	2	4	67%	1	25%
Nunavut Development Corporation	5	1	4	80%	3	75%
Nunavut Housing Corporation	122	36	86	70%	36	42%
Qulliq Energy Corporation	208	36	172	83%	96	56%
TOTALS	595	175	420	71%	224	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.

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, 2023.

The following identifies the targets by occupational category:

March 31, 2023	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	8	0	8	100%	4	50%
Senior Management	28	3	25	89%	8	32%
Middle Management	79	13	66	84%	23	35%
Professional	292	70	222	76%	108	49%
Paraprofessional	129	46	83	64%	67	81%
Administrative Support	105	20	85	81%	82	96%
TOTALS	641	152	489	76%	292	60%

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, 2023 by corporation:

March 31, 2023	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Nunavut Arctic College	302	98	205	68%	138	67%
Nunavut Business Credit Corporation	6	2	4	67%	1	25%
Nunavut Development Corporation	5	0	5	100%	4	80%
Nunavut Housing Corporation	121	30	91	75%	44	48%
Qulliq Energy Corporation	206	22	184	89%	105	57%
TOTALS	641	152	489	76%	292	60%

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
2022-2025/26***

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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, 2022, the government, through the Nunavut Housing Corporation, maintains approximately 5,955 public housing units (of which approximately 5,735 are Nunavut Housing Corporation-owned and 220 are leased). Furthermore, the Nunavut Housing Corporation maintains approximately 1,735 staff housing units (of which 592 are owned and 1,143 are leased) and holds mortgages for approximately 125 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 house more than half of Nunavummiut. In all, 76% of those living in social housing and over the age of 19 earn less than \$33,280 a year. According to the 2021 Northern Housing Report, nearly 40% of all households were unable to secure some sort of market housing without assistance in 2019. It takes an annual household income of \$63,000 to afford at least a bachelor unit in Nunavut's limited rental market, and it takes an annual household income of nearly \$143,000 to afford a single-detached house. Most of the population lives in public housing provided by the Nunavut Housing Corporation and 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. Construction price pressures and supply chain issues due to Covid-19 have been felt across Canada. Over the past two years, the Nunavut Housing Corporation has seen a year over year 20 percent increase in construction costs and anticipates more increases. Rising construction costs will result in a depletion in the Nunavut Housing Corporation's surplus.

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 recent Covid-19 pandemic has also shown the speed and ease of transmission of diseases in Nunavut, especially respiratory infections, as a result of several factors that include overcrowding and health vulnerability. According to the 2016 Census by Statistics Canada, 56% of Inuit live in overcrowded homes. The current pandemic proves that Nunavut requires additional funding to assist with new builds in order to reduce overcrowding.

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 Nunavut 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 Canada Housing Benefit agreement between the Nunavut Housing Corporation and Canada Mortgage and Housing Corporation was finalized in July 2021. Funding flows from Nunavut Housing Corporation to the Department of Family Services, who administers the program and is responsible for the delivery of the benefit.

Rapid Housing Initiative

In October 2020, the Federal Government announced a new Rapid Housing Initiative to address housing needs of vulnerable Canadians, especially in the context of Covid-19. Nunavut Housing Corporation applied to obtain capital contribution funding through the initiative, to convert some staff housing units to public housing, while address specific housing needs in Nunavut. Nunavut Housing Corporation received \$4.9 million through the first round of the Rapid Housing Initiative which will be used to construct 3 five-plex buildings for public housing.

In 2021, the Federal Government announced an additional \$1.5 billion in the Rapid Housing Initiative, due to the considerable response during the first round. Nunavut Housing Corporation applied for capital contribution funding for six additional projects in the second round and was approved for approximately \$45 million, to be used to construct 101 new affordable housing units in six communities.

Though the Nunavut Housing Corporation is appreciative of the funding received under the bilateral agreement, and through the Rapid Housing Initiative, the amounts are insufficient. Current funding levels under these streams 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 ageing, 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 \$2 billion (\$100.7 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 *Katujjiluta* mandate—namely to expand the housing continuum, including ageing with dignity in Nunavut through the development of purpose-built housing units 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 *Katujjiluta* priority of diversifying Nunavut’s local economies through 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 *Katujjiluta* vision of working collaboratively with Inuit organizations and with other levels of government to achieve tangible outcomes. It is only through shared investment and collective responsibility that we can adequately address the complex issues related to housing.

Local Housing Organizations

Local Housing Organizations are community organizations that deliver NHC housing programs and are responsible for managing and maintaining NHC assets in their community. The Nunavut Housing Corporation looks to the Local Housing organizations for valuable insight on community priorities and concerns and to ensure that the Nunavut Housing Corporation’s programs are delivered consistently across the territory. 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 2022-2025.

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*. The Nunavut Housing Corporation priorities for 2022/23 to 2025/26 are established.

Budget	(\$ 000)			
	2021-22	2022-23	2023-24	2024-25
Advisory and Administrative Services	18,753	20,253	20,253	20,253
Public Housing	136,740	145,398	145,448	145,568

Staff Housing	63,632	71,892	71,892	71,892
TOTAL	219,125	237,543	237,593	237,713

**Note: The homeownership budget of \$4,620,000 is included in the capital estimates and is not reported in the numbers above.*

The corporation's responsibilities include providing leadership for the following mandate commitments of the 6th Legislative Assembly:

- Identify options for housing those without homes in collaboration with communities and partners in poverty reduction.
- Improve the process for allocating social housing units to Nunavummiut.
- Prioritize actions to encourage residents to move from Government of Nunavut staff housing and social housing into affordable rental units or homes of their own.
- Improve and reinvest in home ownership assistance programs.
- Renovate or repurpose existing buildings for use in the housing continuum.
- Incentivize the use of Inuit labour in housing construction and maintenance.
- Prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.

The corporation's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly

- Expand and/or renovate existing continuing care facilities.
- Investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction.

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.

The Nunavut Housing Corporation is committed to expanding the housing continuum with its partners, supporting efforts that allow elders to age in place, support the renovation and/or expansion of continuing care facilities, finding options for housing those without homes, support

efforts to improve staff housing delivery, incentivize Inuit labour in housing construction and maintenance, prioritize projects and contracting methods that support local businesses, and investigate alternative building technologies.

Administrative and Advisory Services, along with the Department of Family Services, will lead the process to identify options for housing those without homes in collaboration with communities and partners in poverty reduction.

Administrative and Advisory services, along with the Public Housing Program and the Department of Community and Government Services, will renovate or repurpose existing buildings for use in the housing continuum.

Administrative and Advisory Services is responsible for incentivizing the use of Inuit labour in housing construction and maintenance.

Administrative and Advisory Services, along with GN partners from various departments, will prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.

Administrative and Advisory Services, along with the Department of Community and Government Services and the Department of the Environment, will investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction

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)	2021-22	2022-23	2023-24	2024-25
Corporate Governance	1,706	1,978	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	3,683	4,311	4,311	4,311
Responsible for the public housing, staff housing and homeownership programs as well the provision of related technical and maintenance services.				
	1,843	2,143	2,143	2,143

Corporate Policy and Planning

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	1,745	2,045	2,045	2,045
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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	3,021	3,021	3,021	3,021
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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	3,198	3,198	3,198	3,198
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Provides financial and administrative support to the district offices through financial transaction processing, financial reporting and programing support. The function also provides ongoing financial oversight and support to Local Housing Organizations through periodic reviews and active support to Local Housing Organization managers and finance officers.

District Technical Administration	3,557	3,557	3,557	3,557
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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	18,753	20,253	20,253	20,253
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Priorities (2022-2023)

- Work with LHOs to ensure elders and tenants with disabilities are accommodated so they may more easily access their homes and age in place where possible.
- Support the Department of Family Services in identifying options for housing those without homes and determine actions which may support these options.
- Support Department of Human Resources’ to seek opportunities to improve the delivery of Government of Nunavut staff housing, including the development of incentives and opportunities for staff housing residents to move into affordable rental/homeownership units.
- In collaboration with CMHC and the Purpose-built Housing Working Group conduct a Housing Need & Demand Study to determine the diverse housing needs of Nunavummiut by using existing secondary data to update the 2010 Housing Needs Survey. The updated demand study,

once completed, will support the development of a purpose-built housing policy for transitional housing, emergency shelters, people with disabilities, people experiencing homelessness, people involved in the criminal justice system and elder's homes that support independent living.

- 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
 - potential partnerships to design and deliver additional housing units across Nunavut.
- 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.
- Implement the Inuit Employment plan, including training, mentoring, development and staffing opportunities for Inuit within Nunavut Housing Corporation.
- 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.
- In collaboration with the Department of Economic Development and Transportation (NNI Division) to identify ways to further incentivize the use of Inuit labour in housing construction and maintenance.
- Collaborate with Community and Government Services to support efficient lot development and the support of private land development and housing construction opportunities.
- 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.
- Providing updates and status of Housing Snapshot in line with the Blueprint for Action on Housing while rolling out implementation of Katujjiluta mandate actions.

Priorities (2023-2024)

- Continue to work with LHOs to ensure elders and tenants with disabilities are accommodated so they may more easily access their homes and age in place where possible.
- Continue to support Department of Human Resources' to improve the delivery of Government of Nunavut staff housing, including the development of incentives and opportunities for staff housing residents to move into affordable rental/homeownership units.
- 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
 - potential partnerships to design and deliver additional housing units across Nunavut.
- 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 work with Community and Government Services to support efficient lot development and the support of private land development and housing construction opportunities.

Priorities (2024-2025)

- Continue to work with LHOs to ensure elders and tenants with disabilities are accommodated so they may more easily access their homes and age in place where possible.
- Continue to support Department of Human Resources' to improve the delivery of Government of Nunavut staff housing, including the development of incentives and opportunities for staff housing residents to move into affordable rental/homeownership units.
- 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
 - potential partnerships to design and deliver additional housing units across Nunavut.
- 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 work with Community and Government Services to support efficient lot development and the support of private land development and housing construction opportunities.

Priorities (2025-2026)

- Continue to work with LHOs to ensure elders and tenants with disabilities are accommodated so they may more easily access their homes and age in place where possible.
- Continue to support Department of Human Resources' to improve the delivery of Government

of Nunavut staff housing, including the development of incentives and opportunities for staff housing residents to move into affordable rental/homeownership units.

- 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
 - potential partnerships to design and deliver additional housing units across Nunavut.
- 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 work with Community and Government Services to support efficient lot development and the support of private land development and housing construction opportunities.

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 (LHOs). LHOs are responsible for the property management of 5,955 units in the public housing portfolio (as of March 31, 2021), including unit allocations and rental assessments/collections, maintenance and repairs, and energy upgrading.

The Public Housing Program will improve the process for allocating social housing units to Nunavummiut

The Public Housing Program, in close collaboration with NHC Advisory/Administration Services and the Department of Community and Government Services, will renovate or repurpose existing buildings for use in the housing continuum.

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)	2021-22	2022-23	2023-24	2024-25
Leased Units – Rent Supplement	7,220	7,369	7,369	7,369

There were approximately 220 leased public housing units throughout the territory, as of March 31, 2022. 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	51,225	52,351	52,351	52,351
The Administration and Maintenance component includes such items as salaries and benefits, equipment, and supplies.				
Utilities	109,472	115,972	115,972	115,972
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	3,514	3,937	3,937	3,937
Covers the cost of taxes and land lease expenses.				
Debt Payment	10,919	10,738	10,738	10,738
Remitted to Canada Mortgage and Housing Corporation to pay down the debt on the public housing portfolio, which was \$65.2 million as of March 31, 2021.				
Rental Revenue	(19,710)	(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	(25,900)	(25,529)	(25,479)	(25,359)
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	136,740	145,398	145,448	145,568

Priorities (2022-23)

- Initiate a study on ways to improve the delivery of social housing in Nunavut including a review of the housing allocation process, organization structure and governance model.
- Prepare a five-year redevelopment plan to renovate or repurpose existing buildings for use in the housing continuum.
- 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.
- Undertake mould remediation work in approximately 50 units and continue mould assessments.
- Complete energy efficiency upgrade work on approximately 60 units using the Low Carbon Economy Fund while continuing the implementation of the modernization and improvement program to improve energy efficiency in approximately 1,000 public housing units.

- Hold three Tenant Education Program workshop pilots in communities across the territory to provide resources and incentives that encourage current and future public housing tenants to monitor, care for and maintain housing units.

Priorities (2023-24)

- Commence implementation of recommended improvements outlined in study on how to improve the delivery of social housing in Nunavut.
- Initiate work on the five-year redevelopment plan to renovate or repurpose existing buildings for use in the housing continuum by redeveloping approximately units in various communities.
- Continue to work with Nunavut Housing Corporation's partners, including Nunavut Tunngavik Incorporated and the Regional Inuit Associations, continue to lobby for long-term federal investment and increased support for the provision of suitable, adequate and affordable housing across Nunavut.
- 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 with mould remediation work in approximately 40 units and continue to undertake mould assessments.
- Complete energy efficiency upgrade work on remaining units targeted by the Low Carbon Economy Fund, which concludes in March 2024.
- Launch the Tenant Education Program to provide resources and incentives that encourage current and future public housing tenants to monitor, care for and maintain housing units, by holding workshops in 6 communities across the territory.

Priorities (2024-25)

- Continue with implementation of recommended improvement actions related to delivering social housing in Nunavut.
- Continue work on the five-year redevelopment plan to renovate or repurpose existing buildings for use in the housing continuum by redeveloping approximately 30 units in various communities.
- Continue to work with Nunavut Housing Corporation's partners, including Nunavut Tunngavik Incorporated and the Regional Inuit Associations, continue to lobby for long-term federal investment and increased support for the provision of suitable, adequate and affordable housing across Nunavut.
- 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 with mould remediation work in approximately 40 units and continue to undertake additional mould assessments.
- Produce a report on the impacts of the Low Carbon Economy Fund and its effectiveness at improving energy efficiency in public housing units across the territory.
- Hold between 3 to 6 Tenant Education Program workshops in communities across the territory to provide resources and incentives that encourage current and future public housing tenants to monitor, care for and maintain housing units.

Priorities (2025-26)

- Continue with implementation of recommended improvement actions related to delivering social housing in Nunavut.
- Continue work on the five-year redevelopment plan to renovate or repurpose existing buildings for use in the housing continuum by redeveloping approximately 30 units in various communities.
- Continue to work with Nunavut Housing Corporation's partners, including Nunavut Tunngavik Incorporated and the Regional Inuit Associations, continue to lobby for long-term federal investment and increased support for the provision of suitable, adequate and affordable housing across Nunavut.
- 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 with mould remediation work in approximately 40 units and continue to undertake additional mould assessments.
- Produce a report on the impacts of the Low Carbon Economy Fund and its effectiveness at improving energy efficiency in public housing units across the territory.
- Hold between 3 to 6 Tenant Education Program workshops in communities across the territory to provide resources and incentives that encourage current and future public housing tenants to monitor, care for and maintain housing units.
- Produce a report on the results and impacts of the Tenant Education Program to date.

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.

Homeownership Programs, in collaboration with the Department of Human Resources and the Department of Finance, will prioritize actions to encourage residents to move from Government of Nunavut staff housing and social housing into affordable rental units or homes of their own.

Homeownership Programs will improve and reinvest in home ownership assistance programs

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 \$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)	2021-22	2022-23	2023-24	2024-25
<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	120	120	120
This program provides a grant of up to \$3,000 to support seniors and persons with disabilities with preventative maintenance.					
Total, Homeownership		4,616	4,620	4,620	4,620

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 (2022-2023)

- Investigate opportunities to make homeownership more affordable to Nunavummiut.

- Initiate advertisement campaign to promote homeownership to Nunavummiut.
- Continue to work with mining companies to encourage development of homeownership support programs for employees.

Priorities (2023-2024)

- Continue with actions and implementation of identified opportunities to make homeownership more affordable to Nunavummiut.
- Monitor effectiveness of advertisement campaign to promote homeownership to Nunavummiut and modify campaign as needed.
- Continue to work with mining companies to encourage development of homeownership support programs for employees.

Priorities (2024-2025)

- Continue with actions and implementation of identified opportunities to make homeownership more affordable to Nunavummiut.
- Monitor effectiveness of advertisement campaign to promote homeownership to Nunavummiut and modify campaign as needed.
- Continue to work with mining companies to encourage development of homeownership support programs for employees.

Priorities (2025-2026)

- Continue with actions and implementation of identified opportunities to make homeownership more affordable to Nunavummiut.
- Monitor effectiveness of advertisement campaign to promote homeownership to Nunavummiut and modify campaign as needed.
- 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 employees, as well as a range of housing-related programs and services to eligible staff. In all, approximately 66% of staff housing stock is in the form of leased units, accounting for the majority

of the staff housing budget. The Corporation will continue to add more units into our staff housing inventory to meet the high demand from the Government of Nunavut.

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)	2021-22	2022-23	2023-24	2024-25
Operations		10,860	10,880	10,880	10,880
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	61,012	61,012	60,012
The staff housing portfolio provides 1,735 rental units (592 owned and 1,143 leased), as of March 31, 2021.					
Total, Staff Housing		63,632	71,892	71,892	71,892

Priorities (2022-23)

- Support the Department of Human Resources in its review of options to improve the delivery of Government of Nunavut staff housing program.
- Prepare a report to identify communities in greatest need for construction of staff housing where leasing is extremely limited.
- 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.
- Enhance the staff housing portfolio by leasing and/or construction of staff housing units, with the number and location of units to be determined by the Department of Human Resources.

Priorities (2023-24)

- Support the Department of Human Resources to draft an implementation plan based on its review of options to improve the delivery of Government of Nunavut staff housing.
- Continue to enhance the staff housing portfolio by leasing and/or construction of staff housing units, with the number and location of units to be determined by the Department of Human Resources.
- 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 (2024-25)

- Support the Department of Human Resources to initiate an implementation plan based on the review of options to improve the delivery of Government of Nunavut staff housing.
- Continue to enhance the staff housing portfolio by leasing and/or construction of staff housing units, with the number and location of units to be determined by the Department of Human Resources.
- 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 (2025-26)

- Support the Department of Human Resources to produce a report reviewing the implementation plan to improve the delivery of Government of Nunavut staff housing.
- Continue to enhance the staff housing portfolio by leasing and/or construction of staff housing units, with the number and location of units to be determined by the Department of Human Resources.
- 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	2021-2022 Main Estimates		2022-23 Main Estimates		2023-24 Planned		2024-25 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
HEADQUARTERS								
Compensation and Benefits	6,938	55.0	6,938	51.0	6,938	51.0	6,938	51.0
Grants and Contributions	-		-		-		-	
Other O&M	2,039		3,539		3,539		3,539	
Subtotal	8,977		10,477		10,477		10,477	
DEBT REPAYMENT								
Compensation and Benefits	-	-	-	-	-	-	-	-
Grants and Contributions	-		-		-		-	
Other O&M	10,919		10,738		10,738		10,738	
Subtotal	10,919		10,738		10,738		10,738	
DISTRICT OFFICES								
Compensation and Benefits	7,541	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	9,776		9,776		9,776		9,776	
AFFORDABLE HOUSING (PUBLIC HOUSING)								
Compensation and Benefits	-	-	-	-	-	-	-	-
Grants and Contributions	151,721		160,189		160,189		160,189	
Other O&M	-		-		-		-	
Subtotal	151,721		160,189		160,189		160,189	
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	61,305		69,565		69,565		69,565	
Subtotal	63,632		71,892		71,892		71,892	
TOTAL FUNDED	245,025	123.0	263,072	119.0	263,072	119.0	263,072	119.0
Less:								
CMHC Contribution and Other Revenue	(25,900)	(7)	(25,529)	(7)	(25,474)	(7)	(25,356)	(7)
TOTAL GN FUNDED	219,125	116	237,543	112	237,598	112	237,716	112

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 2022-2023 and future years.

Departmental Inuit Employment Targets				
Nunavut Housing Corporation	As at Sept. 30, 2020		For March 31, 2022	
		Capacity %		Capacity %
Total Department Positions	122		121	
Total Filled Positions	86	70%	91	75%
Total Vacancies	36	30%	30	25%
Total Inuit	36	42%	44	48%
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%	0	0%
Total Senior-Management Positions	9		9	
Total Filled Senior-Management Positions	6	67%	8	89%
Total Vacant Senior-Management Positions	3	33%	1	11%
Total Inuit in Senior-Management Positions	2	33%	2	25%
Total Middle-Management Positions	23		23	
Total Filled Middle-Management Positions	21	91%	20	87%
Total Vacant Middle-Management Positions	2	9%	3	13%
Total Inuit in Middle-Management Positions	4	19%	5	25%
Total Professional Positions	21		25	
Total Filled Professional Positions	10	48%	15	60%
Total Vacant Professional Positions	11	52%	10	40%
Total Inuit in Professional Positions	0	0%	3	20%
Total Paraprofessional Positions	47		42	
Total Filled Paraprofessional Positions	34	72%	26	62%
Total Vacant Paraprofessional Positions	13	28%	16	38%
Total Inuit in Paraprofessional Positions	17	50%	14	54%
Total Administrative Positions	20		20	
Total Filled Administrative Positions	13	65%	20	100%
Total Vacant Administrative Positions	7	35%	0	0%
Total Inuit in Administrative Positions	12	92%	20	100%

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 December 2021, the NHC had 21 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 4 in Iqaluit, 6 in Arviat, 4 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 2021-22 and into 2022-23, 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 December 31, 2021, the total number of approved positions at Nunavut Housing Corporation was 121, including the 9 CMHC funded positions.

The NHC has filled 82 of the 121 positions, with a vacancy rate of 39%. The total number of Inuit hired by the NHC is 37 for an Inuit Employment Plan rate of 45%.

For the year 2022-23, the NHC is targeting to fill 75% of approved positions (91 of the 121 positions). Of those positions, 50% (45 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 December 31, 2021, there were 321 LHO positions funded by the Nunavut Housing Corporation of which 297 positions were filled. Of these positions, 261 were filled by Inuit. This equates to an LHO Inuit employment rate of 88%.

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 December 2021 of the Nunavut Housing Corporation's operations, when combined with LHO staffing levels, there are 442 positions total, of which 379 were filled, and 298 are Inuit, for a consolidated Nunavut Housing Corporation-LHO Inuit Employment Plan rate of 79%.

Priorities – Priorities in 2022-23 and beyond reflect the goals and actions set out in the Nunavut Housing Corporation's Inuit Employment Plan

Priorities (2022-2023)

- Find a balance between expected job experience equivalency and education to ensure qualified Inuit are not unnecessarily excluded from Nunavut Housing Corporation job competitions.
- Increase capacity within the Nunavut Housing Corporation's Human Resources division to allow increased focus on training and development of Inuit employees, including, but not limited to, career advancement plans, mentorships and Nunavut Housing Corporation-developed leadership and management programming.
- Meeting the housing needs of Inuit government employees; increased recruitment and retention of Nunavut Inuit within the Nunavut Housing Corporation and the government as a whole.
- Prepare professional category level Inuit employees for middle and senior management positions, through internships, secondments, educational leave and encouraging and supporting Inuit employees to participate in career broadening, policy development and leadership training opportunities offered by the Department of Human Resources.
- Continue to Implement the Blueprint for Action on Housing and its Actions related to workforce development; increase the Inuit labour force from which to hire Inuit Employees within the Nunavut Housing Corporation including, but not limited to, through restricted competitions for administrative staff, engagement with Nunavut Arctic College trades program and practicum program, the government's Summer Student Employment Equity Program, and participate in career fairs.

Priorities (2023-2024)

- 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 (2024-2025)

- 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 (2025-2026)

- 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 2022-2026

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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 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 Piquusilirivvik and its satellite campuses in Baker Lake and Igloolik. The learning at these sites empowers all its students in its diverse lessons that engage the land, animals, and weather.

The College continues to operationalize its 10-year partnership with Memorial University of Newfoundland and Labrador. Since the formalization of this partnership in late 2019, a number of milestones have been met in terms of governance, program delivery, student supports and research. These milestones align with the original intent of this partnership.

The College has worked hard to respond to the challenges brought forward by COVID-19 and the associated measures and responsibilities now required with it. The 2021-2022 fiscal and academic year began with a slight easing of operational practices, or measures only to reintroduced late in 2021. This work required dedicated focus and attention of the College’s staff and students, and all members of the College community were able to rely on individual but also collective strategies in moving through another academic year alongside Covid-19.

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 *Katujjiluta*

The Nunavut Arctic College remains committed to working with the Government of Nunavut to achieve the objectives and priorities outlined in *Katujjiluta*. Specifically, the Nunavut Arctic College is working hard with government partners to achieve solutions the priorities of the mandate, specifically:

- *Aging with dignity in Nunavut*
- *Expanding the Housing Continuum*
- *Enabling health and healing*
- *Reinvesting in Education*
- *Diversifying our local economics.*

The College continues to strive to expand its range of options for adult learning, education and training. The College is committed to leading the priority to expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health, and addictions treatment.

The College is committed to leading the following mandate commitments of the 6th Legislative Assembly:

- Expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health and addictions treatment.

The College is committed to supporting the following mandate commitments of the 6th Legislative Assembly:

- Provide culturally and linguistically relevant training for staff working in continuing care facilities.

- Prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Investigate trauma-informed practices in healthcare and education.
- Encourage and support models of wellness and well-being that are grounded in Inuit identity.
- Expand opportunities, training, and formal recognition for Inuit to provide culturally and linguistically relevant mental health and well-being programs and services.
- Prepare a new plan to develop and transform Nunavut's early learning and childcare sector, with an emphasis on Inuit-centred early learning.
- Increase opportunities for pre-employment work experiences for high school and post-secondary students throughout the year.
- Improve the efficiency and effectiveness of FANS and other direct financial aid for post-secondary learners.
- Enhance indirect supports for post-secondary learners.
- Develop and implement a strategic plan for Inuit language training in the public service.
- Refresh strategic plans for sustainable economic development and diversification in all sectors.
- Increase training for employment in sectors such as mining, arts and crafts, tourism, and small business in partnership with Inuit organizations and the private sector.

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, 2021		For March 31, 2023	
		Capacity %		Capacity %
Total Department Positions	253.77		302.3	
Total Filled Positions	153.8	61%	204.5	68%
Total Vacancies	99.97	39%	97.8	32%
Total Inuit	87.8	57%	137	67%
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	7	88%	6	75%
Total Vacant Senior-Management Positions	1	13%	2	25%
Total Inuit in Senior-Management Positions	3	43%	4	67%
Total Middle-Management Positions	26		28	
Total Filled Middle-Management Positions	19	73%	24	86%
Total Vacant Middle-Management Positions	7	27%	4	14%
Total Inuit in Middle-Management Positions	9	47%	12	50%
Total Professional Positions	134.6		162.53	
Total Filled Professional Positions	77	57%	112	69%
Total Vacant Professional Positions	57.6	43%	50.53	31%
Total Inuit in Professional Positions	34	44%	65	58%
Total Paraprofessional Positions	26.5		42.5	
Total Filled Paraprofessional Positions	15	57%	20.5	48%
Total Vacant Paraprofessional Positions	11.5	43%	22	52%
Total Inuit in Paraprofessional Positions	10	67%	18	88%
Total Administrative Positions	56.67		59.18	
Total Filled Administrative Positions	34.8	61%	40	68%
Total Vacant Administrative Positions	21.87	39%	19.18	32%
Total Inuit in Administrative Positions	30.8	89%	37	93%

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 (2021-2022)

- The College will determine a number of internships for Nunavut Inuit into instructor and adult educator roles.

Status: Positions in Health Career were identified and went through the competitive staffing process which were unsuccessful. The college will continue to work towards this priority.

- The College will identify more flexible internship options and identify potential partnerships with Government of Nunavut departments.

Status: This work has been initiated and is ongoing. NAC continues to work with the Department of Human Resources, to explore internship opportunities for its Inuit employees.

Priorities (2022-2023)

- The College will explore options either, internally or through the Memorandum of Understanding with the University partner, to develop the instructional capacity of Inuit currently in or moving into identified instructor positions in the professional category.

- The College will expand the use of restricted competitions.

Priorities (2023-2024)

- The College will determine a number of internships for Nunavut Inuit into instructor and adult educator roles.
- Begin developing implementation plans for the College's strategic plans, including its 10-year strategic plan and its Information Technology (IT) Strategic plan

Priorities (2024-2025)

- The College will begin to implement strategies for professional development through its partnership with Memorial University of Newfoundland and Labrador.
- **Priorities (2025-2026 April - October)**The College will explore opportunities to support professional training through research partnerships with northern and/or national universities.

CORE BUSINESS

The core business of Nunavut Arctic College is teaching and development for employment through the delivery of education and training programs to adult Nunavummiut. Our goal is building self-reliant communities and families through strengthening knowledge and skills for successful employment.

Nunavut Arctic College’s programs and services are accessible from 25 Community Learning Centers across Nunavut. Other facilities include 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 2022-23 of \$71,332,000.

	Budget (\$000)			
	2021-2022	2022-23	2023-2024	2024-2025
Administration Services	8,298	8,298	8,298	8,298
Inuit Language & Culture	7,710	7,710	7,710	7,710
Communities & Distance Learning	14,611	12,537	12,537	12,537
Business Careers & Workforce Development	1,538	2,598	2,598	2,598
Education Careers	7,018	19,803	19,803	19,803
Health & Wellness Careers	4,690	7,963	7,485	7,160
Trades & Technology Careers	5,132	4,982	4,982	4,982
Nunavut Research Institute	1,196	1,196	1,196	1,196
Student Services	6,245	6,245	6,245	6,245
Law Program	167	-	-	-
Total	56,605	71,332	70,854	70,529

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)	2021-22	2022-23	2023-24	2024-25
President's Office		870	870	870	870
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	1,119	1,119	1,119
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	5,260	5,260	5,260
The Business Services Office is responsible for the delivery of finance and human resources, information technology and capital planning services. The office has staff in Clyde River, Cambridge Bay, Iqaluit, and Rankin Inlet. The Senior Business Officer manages the Business Services Office.					
Nunatta Administration		321	321	321	321
The Nunatta Administration oversees all operations within the Nunatta Campus and facilities in the Qikiqtaaluk region.					
Kivalliq Administration		361	361	361	361
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		8,298	8,298	8,298	8,298
Total, Administration Services		8,298	8,298	8,298	8,298

Priorities (2022-2023)

- Provide policy and strategic support to the College's programs and divisions to operationalize the identified mandate implementation goals.
- Initiate a review of the College's business processes to align with mandate implementation goals.
- Develop an implementation plan for the College's strategic plans, including its 10-year priorities, Information Technology, recruitment, and the alumni network.
- Explore the feasibility of a Master of Education program in conjunction with its Partner University, Memorial University of Newfoundland and Labrador.

Priorities (2023-2024)

- Develop the process and guidelines for a 5-year Academic Planning Cycle.
- Develop a new recruitment calendar to streamline application processes to align with the academic plan.
- Develop processes, timelines, and report template for the review of the College’s 10-year strategic plan and the Memorandum of Understanding with Memorial University of Newfoundland and Labrador.

Priorities (2024-2025)

- Continued implementation of the College’s strategic priorities.
- Develop a plan for CLC upgrades and replacement with stakeholders.

Priorities (2025-2026 April - October)

- Review and update the College’s taxonomy along with the related policy and procedures.

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)	2021-22	2022-23	2023-24	2024-25
Language Programs		768	768	768	768
This section includes Inuit language programs such as the Inuit Studies Diploma and Interpreter/Translator Diploma programs.					
Culture Programs		884	884	884	884
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.					
Piqusilirivvik Centre		3,661	3,661	3,661	3,661

The Centre is dedicated to teaching traditional culture, knowledge, life style, skill sets and values, taught in Inuktut and based on the Inuit Qaujimajatuqangit guiding principles.

Sub-Total, Base Programs	5,605	5,605	5,605	5,605
Third Party Contracts	2,105	2,105	2,105	2,105
<p>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.</p>				
Total, Inuit Language and Culture	7,710	7,710	7,710	7,710

Priorities (2022-2023)

- Conduct a review of the Piqqusilirivvik program and explore expanding cultural programming options offered at the Community Learning Centers.
- Work with the Government of Nunavut on the strategic plan for Inuit language training in the public service.
- Conduct a review of Inuit Studies and Interpreter/Translator programs.

Priorities (2023-2024)

- Implement recommendations and outcomes from the program review of Inuit Studies and Interpreter/Translator programs.
- Host a gathering of Elders, language and culture knowledge holders for the Inuit Studies and Interpreter/Translation Programs.

Priorities (2024-2025)

- Review outcomes from the Elder Gathering and begin developing new material and/or curriculum for the appropriate programs.

Priorities (2025-2026 April - October)

- Explore options to expand the Fine Arts 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.
- To obtain third party funding for community-based delivery of programs other than Adult Basic Education.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
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Communities and Learning		1,696	1,696	1,696	1,696
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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		1,135	1,135	1,135	1,135
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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	1,608	1,608	1,608
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The College operates Community Learning Centres in Arviat, Baker Lake, Chesterfield Inlet, Coral Harbor, Rankin Inlet, Naujaat, and Whale Cove.

Qikiqtaaluk Community Learning Centres		3,257	3,257	3,257	3,257
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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 459 **459** 459 459
 Based at Nunatta Campus, the College offers the College Foundation and Office Administration programs.

Pathway for Adult Secondary School 1,113 **1,113** 1,113 1,113

The Pathway for Adult Secondary School Graduation program provides adult 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 **9,268** **9,268** **9,268** **9,268**

Third Party Contracts 5,343 **3,269** 3,269 3,269
 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 **14,611** **12,537** **12,537** **12,537**

Priorities (2022-2023)

- In collaboration with Education, implement actions to support increased engagement of Inuit men in the PASS program.
- Review and update the community needs assessment process.
- Research alternative funding options and work with other College divisions to expand program delivery in Community Learning Centers.
- Explore the potential of a NAC media archives project.

Priorities (2023-2024)

- Implement a renewed community needs assessment process.
- Support the development of the College’s academic plan by identifying Community Learning Centre options for program deliveries.

Priorities (2024-2025)

- Explore options for the conversion, adaptation, and creation of online and blended learning.

Priorities (2025-2026 April - October)

- Create standardized mechanisms to support College Program reviews/
- Explore expanded supports for curriculum development, particularly exploring the College’s mechanism to draw on community knowledge and skills for this work.

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)	2021-22	2022-23	2023-24	2024-25
Business Programs		1,088	1,088	1,088	1,088
The principal career programs are the Management Studies certificate diploma and the Office Administration certificate.					
Sub-Total, Base Programs		1,088	1,088	1,088	1,088
Third Party Contracts		450	1,510	1,510	1,510
The College supports delivery of training for computer systems technicians, municipal, and government employees.					
Total, Business Careers and Workforce Development		1,538	2,598	2,598	2,598

Priorities (2022-2023)

- Deliver the Computer Systems Technician Program in Iqaluit.
- Conduct a program review of the Management Studies Program and explore options for expansion.

Priority (2023-2024)

- Initiate the process to develop and deliver new Business programming to additional sites, including regional campuses and at Community Learning Centres.

Priority (2024-2025)

- Explore options, in conjunction with NAC's University partner, Memorial University of Newfoundland and Labrador, to ladder Management Studies Diploma graduates into their Bachelor of Commerce Degree or Bachelor of Business Administration Degree.

Priorities (2025-2026 April - October)

- Continue to develop opportunities to provide courses and/or programs remotely.
- Explore opportunities to include Business and Workforce courses within other College programs.

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)	2021-22	2022-23	2023-24	2024-25
Teacher Education		2,865	2,865	2,865	2,865
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	1,892	1,892	1,892
The Nunavut Early Childhood Education (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		4,757	4,757	4,757	4,757
Third Party Contracts		2,261	15,046	15,046	15,046
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		7,018	19,803	19,803	19,803

Priorities (2022-2023)

- Deliver the renewed NTEP in an additional eight Nunavut Communities.
- Begin implementing the recommendations from the ECE review and start the delivery of the revised program.
- Develop options and select a Student Support Assistant program to offer.

Priorities (2023-2024)

- 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.

Priorities (2024-2025)

- Explore options for expanded delivery of the ECE programs.
- Deliver the Student Support Assistant program.

Priorities (2025-2026 April - October)

- Continue course and program revisions for NTEP based on experience of expanded delivery.
- Continue to strengthen online presence of programs.

Health and Wellness Careers

The principal programs of this division are the Social Service Worker Diploma Program, the Bachelor of Social Work, the Pre-Health Certificate, the Practical Nursing Program 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)	2021-22	2022-23	2023-24	2024-25
Health Administration		196	196	196	196
This supports the operations of the Health and Wellness office at the Nunatta Campus, including the Chair of Health and Wellness programs and their respective operational responsibilities.					
Nursing Degree Program		1,901	1,901	1,901	1,901
Nunatta Campus offers four years of a B.Sc. in Nursing in partnership with Dalhousie University.					
Social Service Worker Program		1,993	2,101	1,623	1,298
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		4,090	4,198	3,720	3,395
Third Party Contracts		600	3,765	3,765	3,765
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 Personal Support Workers.					

Total, Health and Wellness Careers	4,690	7,963	7,485	7,160
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Priorities (2022-2023)

- Deliver the Practical Nursing Program in Rankin Inlet.
- Deliver Pre-Health Program in Cambridge Bay to feed Practical Nurse Program to support care home operations.
- Solidify the relationship between NAC and the Department of Health to develop and deliver a Nunavut specific Personal Support Worker Program.

Priorities (2023-2024)

- 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 the delivery of Pre-Health sciences program in communities outside of the regional campuses.

Priorities (2024-25)

- 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.

Priorities (2025-2026 April - October)

- Explore options for delivering a Graduate level Nursing Program

Trades and Technology Careers

The primary career programs of this division are in the construction trades area, which includes training for carpenters, housing maintainers, electricians, plumbers, and oil burner mechanics. This division works closely with the Nunavut Apprenticeship, Trade and Occupations Certification Board and the Department of Economic Development and Transportation's Nunavut Mining Round Table. Apprenticeship training is overseen by the Adult Learning Partnership Committee with the Department of Family Services.

Objectives

- To train qualified candidates for employment in Nunavut's construction and mining industries.
- The College will put our communities first by offering local skills and trades training that will reduce our dependence on imported labour and support employment for people with disabilities.

Programs	Budget (\$000)	2021-22	2022-23	2023-24	2024-25
Trades Programs		4,332	4,332	4,332	4,332
Trades and technology career offerings are as follows: Carpentry, Housing Maintainer, Electrician, Plumer, Oil Heat Service Technician.					
Environment Technology		650	650	650	650
The Institute delivers the Environmental Technology Diploma in Iqaluit.					
Third Party Contracts		150	-	-	-
Third party trades related program contributions from the mining sector, Nunavut Housing Corporation, Municipal Training Organization, Qulliq Energy Corporation and regional Inuit organizations.					
Total, Trades and Technology Careers		5,132	4,982	4,982	4,982

Priorities (2022-2023)

- Explore the possibility of duplicating the Nunavut Un-Indentured Construction Apprenticeship Program.
- Establish a formal schedule of trades and industrial training program deliveries throughout community learning centres outside of the three main campuses.
- Rebrand the Mine Training division recognizing the expansive opportunities in the Territory within the industry trades.
- Initiate a review of the Environmental Technology Program.

Priorities (2023-2024)

- Explore feasibility of developing a coordinated approach to engaging trades students and apprentices in infrastructure builds across the territory.
- Engage a Mining Sector Advisory Group in Nunavut to align programs delivered by the College with employment opportunities.
- Establish a formal schedule of trades and industrial training program deliveries throughout community learning centers outside of the three main campuses.
- Implement the recommendation and outcomes of the Environmental Technology Program and explore opportunities for program expansion.

Priorities (2024-2025)

- Implement the identified opportunities for trades students and apprentices to engaged in work opportunities within the Territory.

Priorities (2025-2026 April - October)

- Continue to work with industry partners on curriculum updates.

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)	2021-22	2022-23	2023-24	2024-25
Nunavut Innovation and Research Institute		946	946	946	946
Nunavut Innovation and Research Institute is responsible for licensing all research projects which fall under the <i>Scientists Act</i> . It also provides logistical support to researchers.					
Sub-Total, Base Programs		946	946	946	946
Third Party Contracts		250	250	250	250
Funding supports activities for science education.					
Total, Nunavut Research Institute		1,196	1,196	1,196	1,196

Priorities (2022-2023)

- Continue the implementation of the North by North Research Program in Nunavut
- Research a solution to replace the existing, aging, database for Research Licenses.
- Initiate a review of the Nunavut *Scientist Act*.

Priorities (2023-2024)

- Review the expanded Trichinella detection program and explore options to include additional testing capabilities.
- Develop a draft institutional research strategy framework for NAC
- Develop options for a new and more efficient digital research portal.

Priorities (2024-2025)

- Continue to implement research and capacity development activities through the North by North program

Priorities (2025-2026 April - October)

- 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)	2021-22	2022-23	2023-24	2024-25
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	1,219	1,219	1,219
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		4,482	4,482	4,482	4,482
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		6,245	6,245	6,245	6,245

Priorities (2022-23)

- Develop the processes to create a testing center to facilitate invigilation, assess student abilities and necessary supports, and support online learning.
- Explore opportunities to expand student services across the territory including the Elder in residence program and additional student success and mental health supports.
- Engage with third-party organizations to support the student food bank and address food security.

Priorities (2023-2024)

- Continue to implement student service supports that are grounded in Inuit cultural values, family supports and focus on wellness.
- Examine ways to implement uniformity of student services for all regional college campus' and CLCs
- Build capacity within the Registrar's office to track and address issues of attrition and support student success

Priorities (2024-2025)

- Conduct a review of Student Services Programs and Support Services
- Implement student services recommendations at campuses and CLCs across the territory.

Priorities (2025-2026 April - October)

- Explore opportunities to strengthen the coordination of Student Services supports across all NAC campuses and CLCs.
- Develop a comprehensive student supports framework that emphasizes student wellness, Inuit Cultural values, assessment, targeted intervention, and shared responsibility.

College Program Budgets

Budget (\$000)	2021-22	2022-23	2023-24	2024-25
College Sub-total, Base Programs	45,446	45,387	44,909	44,584
College Sub-total, Third Party	11,159	25,945	25,945	25,945
College Total, Programs	56,605	71,332	70,854	70,529

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	•	•	•
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	•		

APPENDIX II: FINANCIAL SUMMARY

Branch	2021-2022 Main Estimates		2022-2023 Main Estimates		2023-2024 Planned		2024-2025 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
HEADQUARTERS								
Compensation and Benefits	3,543	26.0	2,849	21.0	2,849	21.0	2,849	21.0
Grants and Contributions	-		-		-		-	
Other O&M	2,364		1,758		1,758		1,758	
Subtotal	5,907		4,607		4,607		4,607	
NUNAVUT RESEARCH INSTITUTE								
Compensation and Benefits	813	5.5	814	5.5	814	5.5	814	5.5
Grants and Contributions	-		-		-		-	
Other O&M	355		354		354		354	
Subtotal	1,168		1,168		1,168		1,168	
REGIONAL CAMPUSES								
Compensation and Benefits	31,424	216.8	41,365	275.8	41,365	275.8	41,365	275.8
Grants and Contributions	-		-		-		-	
Other O&M	18,106		24,192		23,714		23,389	
Subtotal	49,530		65,557		65,079		64,754	
TOTAL FUNDED	56,605	248.3	71,332	302.3	70,854	302.3	70,529	302.3
Less:								
Other sources of funding	(18,621)	(32.0)	(33,407)	(70.0)	(33,407)	(70.0)	(33,407)	(70.0)
TOTAL GN FUNDED	37,984	216.3	37,925	232.3	37,447	232.3	37,122	232.3

**DISTRIBUTION OF OPERATION AND MAINTENANCE BUDGET
– ALL SOURCES**

	Headquarters (\$000)	Qikiqtaaluk (\$000)	Kivalliq (\$000)	Kitikmeot (\$000)	Total (\$000)
Compensation and Benefits	2,849	29,497	9,314	3,367	45,028
Grants and Contributions	-	-	-	-	-
Travel and Transportation	218	2,591	180	340	3,329
Materials and Supplies	33	2,890	180	278	3,486
Purchased Services	39	664	90	76	868
Utilities	-	291	-	8	299
Contract Services	275	8,833	2,143	2,283	13,534
Fees and Payments	444	2,616	96	129	3,285
Other Expenses	750	628	97	29	1,504
Total Operations and Maintenance	4,607	48,009	12,205	6,551	71,332

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NUNAVUT BUSINESS
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CREDIT CORPORATION
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"Lender of Northern Opportunity"

Nunavut Business Credit Corporation

will be the

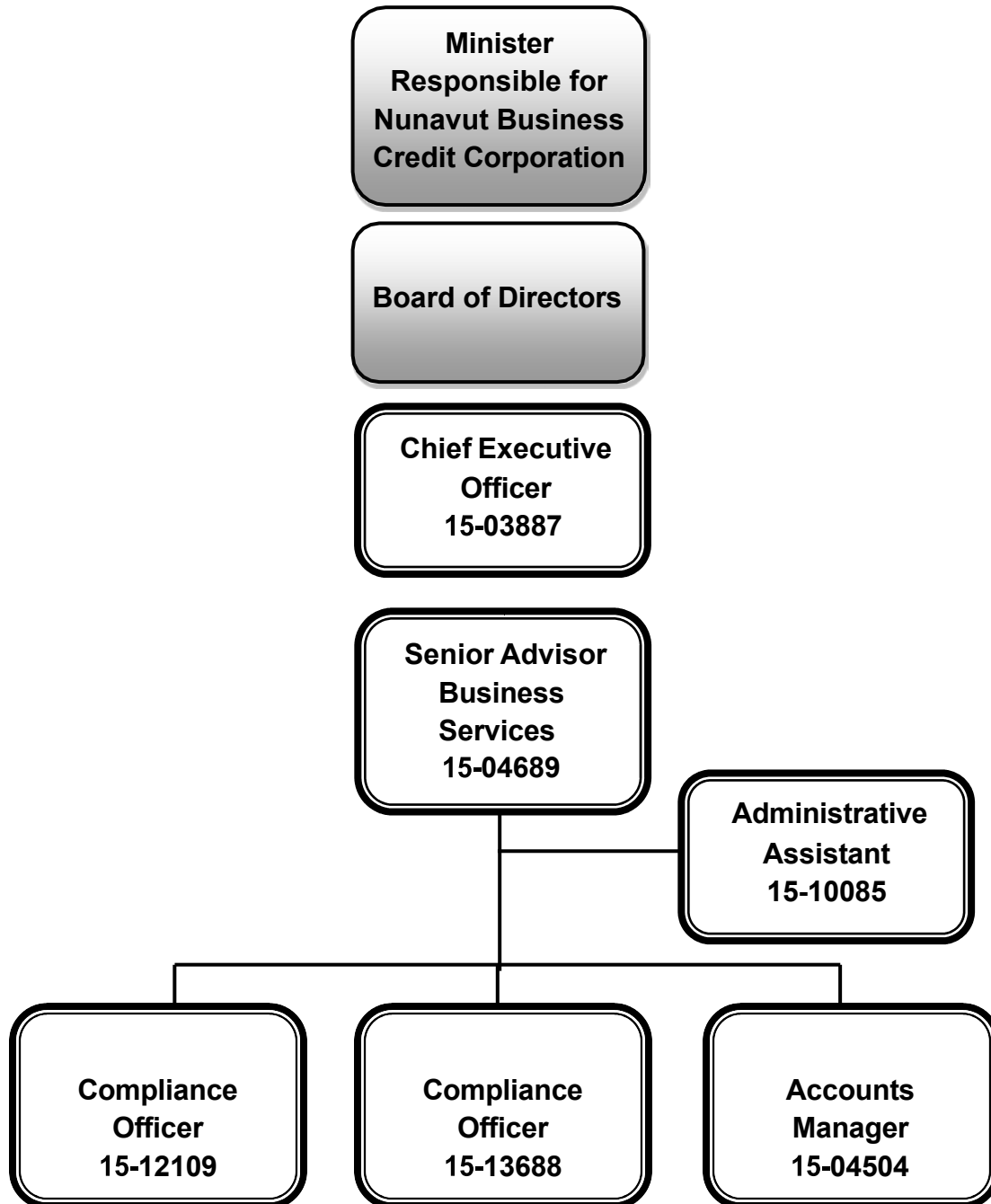
financial solutions provider of choice

to Nunavut's business community.

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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 positions that 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, *Katujjiluta* 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.

Katujjiluta

NBCC supports the GN's vision of *Katujjiluta* 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 *Katujjiluta*, 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 2021 territorial snapshot expects that Nunavut's economy will continue to grow at 11.2% in 2021, which will be Nunavut's sixth consecutive year of economic growth above 5.0%. However, growth is expected to slow significantly beginning in 2022.

COVID-19 has severely impacted the territory's tourism sector because of travel restrictions. A recovery of accommodation and food services industries will only be possible after border restrictions are eased.

The airline industry in the territory has also been severely impacted by COVID-19, much like the rest of the world airline industry.

Currently, there are three gold mines operating in Nunavut, with a fourth gold mine expected to go into production in 2023. Production at the Meadowbank gold mine is expected to peak in 2022 and then fall as the mine approaches the end of its productive life in 2025.

It is expected that the Mary River iron ore mine will continue production at current levels although this may change depending upon the Nunavut Impact Review Board hearings.

In Iqaluit, there is still demand for commercial and industrial properties. The construction of new hotels and rental units should alleviate the undersupply in those sectors. Homeowners have started construction of homes in the new subdivision in Iqaluit, but there is still a shortage of residential homes, thus keeping demand strong.

The Government of Nunavut's capital plan continues to hold steady at about \$200 million and is not expected to change significantly.

Inflation in Canada has risen and the three-year bond yield has begun to increase, which may signal an increase in interest rates.

The Corporation is expecting a gradual "return to normal" during the upcoming year.

INUIT EMPLOYMENT PLAN

Departmental Inuit Employment Targets				
Nunavut Business Credit Corporation	As at Sept 30, 2021		For March 31, 2023	
		Capacity %		Capacity %
Total Department Positions	6		6	
Total Filled Positions	4	67%	4	67%
Total Vacancies	2	33%	2	33%
Total Inuit	2	50%	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 Middle-Management Positions	0		0	
Total Filled Middle-Management Positions	0	0%	0	0%
Total Vacant Middle-Management Positions	0	0%	0	0%
Total Inuit in Middle-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	1	100%	1	50%
Total Paraprofessional Positions	0		0	
Total Filled Paraprofessional Positions	0	0%	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.

2021/2022 INUIT EMPLOYMENT PRIORITIES

1. Identify an opportunity for an internship position.

Status: The Corporation has identified the Accounts Manager position for internship.

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).

2024/2025 INUIT EMPLOYMENT OPPORTUNITIES

1. Commence internship of successful candidate.

NUNAVUT'S OFFICIAL LANGUAGES

NBCC is committed to respecting Nunavut's culture, language, and traditional Inuit knowledge – *Inuit Qaujimaqatuqangit*. The Corporation recognizes the strength and perseverance of Nunavummiut, the wisdom of its elders and the potential of its youth. The Corporation acknowledges the traditional Inuktitut languages (Inuktitut and Inuinnaqtun) as well as French and English – which together are recognized as the official languages of Nunavut.

As an agent of the Government of Nunavut, NBCC endeavors to comply with the *Official Languages Act*. NBCC clearly and prominently labels publications, advertising and promotional products and other forms of material and products in Nunavut's official languages.

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 \$2 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 \$2 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 \$2 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 2022-2023 TO 2024-2025

	ACTUAL 2020-2021	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025
Revenues					
Interest Income on Loans Receivable	622,021	600,000	720,000	780,000	840,000
Interest expense on advance from GN	-38,714	-36,000	-78,000	-84,000	-90,000
	583,307	564,000	642,000	696,000	750,000
Add: Recovery of losses on impaired loans/accrued liabilities					
Less: Provision for Losses on Impaired Loans	-149,883	-50,000	-50,000	-50,000	-50,000
Net Income from Lending	433,424	514,000	592,000	646,000	700,000
Other interest income	10,659	8,000	5,000	5,000	5,000
Total Income	444,083	522,000	597,000	651,000	705,000
Expenses					
Amortization	8,254	8,000	6,000	4,000	2,000
Loan administration expense	3,158	3,000	3,000	3,000	3,000
Salaries and benefits	815,815	1,000,000	1,000,000	1,000,000	1,000,000
Advertising and promotion	23,124	70,000	70,000	70,000	70,000
Professional development	2,993	50,000	50,000	50,000	50,000
Professional fees & expenses	78,334	75,000	75,000	75,000	75,000
Travel	-	75,000	75,000	75,000	75,000
General & Administrative	22,607	35,000	35,000	35,000	35,000
Board meetings	13,890	68,000	68,000	68,000	68,000
Board honorarium	14,825	35,000	35,000	35,000	35,000
Facility rental	92,036	92,000	92,000	92,000	92,000
Total Expenses	1,075,036	1,511,000	1,509,000	1,507,000	1,505,000
Earnings before other items	-630,953	-989,000	-912,000	-856,000	-800,000
Other					
Administrative Contribution from GN	900,000	900,000	900,000	900,000	900,000
In-kind from GN	154,071	160,000	160,000	160,000	160,000
Sivuliqtiksat	-	-	-	-	-
Total Contribution	1,054,071	1,060,000	1,060,000	1,060,000	1,060,000
Net comprehensive income (loss)	423,118	71,000	148,000	204,000	260,000
	Actual	Forecast	Forecast	Forecast	Forecast
Loan Portfolio	12,782,706	13,000,000	14,000,000	15,000,000	16,000,000
Performing Loan Balance	9,478,469	10,000,000	12,000,000	13,000,000	14,000,000
Increases in Loan Portfolio by year		1,000,000	1,000,000	1,000,000	1,000,000
Increases in Performing Loan Balance by year		1,000,000	1,000,000	1,000,000	1,000,000
Average Loan Interest Rate		6.0%	6.0%	6.0%	6.0%
Advance from GN	12,000,000	12,000,000	13,000,000	14,000,000	15,000,000
Average Interest Rate on Advance from GN	0.3%	0.3%	0.6%	0.6%	0.6%
Average Interest Rate Earned on Cash Balance of \$1,000,000	0.8%	0.8%	0.5%	0.5%	0.5%

PRIORITIES FOR 2022-2023

1. Update the Corporation's strategic plan based upon the previous year's review.
2. Introduce further revisions to the *Nunavut Business Credit Corporation Act* in the Legislative Assembly.
3. Initiate a client survey to determine satisfaction and opportunities for improvement.

PRIORITIES FOR 2023-2024

1. Commence implementation of any revisions to the Corporation's strategic plan.
2. Based upon the previous year's client survey, develop an action plan.

PRIORITIES FOR 2024-2025

1. Commence review of the 2022/2023 – 2024/2025 strategic plan with an eye towards making any necessary revisions.
2. Begin implementation of the client survey action plan.

PRIORITIES FOR 2025-2026 (April to October)

1. Commence implementation of any revisions to the Corporation's strategic plan.

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NUNAVUT DEVELOPMENT CORPORATION
LA CORPORATION DE DÉVELOPPEMENT DU NUNAVUT
NUNAVUNMI PIVALLIAJJUTIKHALIRINIRMUT KUAPURIISINGAT

Nunavut Development Corporation

2022/2026

Corporate Plan

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Purpose

The Nunavut Development Corporation (the “Corporation” or “NDC”) is a Territorial Corporation of the Government of Nunavut (the “Government”) named in Schedule B of the *Financial Administration Act* (“FAA”), and operates in accordance with Part IX of the FAA, the *Nunavut Development Corporation Act* (the “Act”) and the *Business Corporations Act*.

Section 25 of the *Nunavut Development Corporation Act* pertains to the submission of an annual corporate plan, operating budget, and capital budget as described in Sections 91 to 93 of the FAA. Section 25 of the Act also requires that the Corporation disclose projected investments, borrowings and the amount of subsidies to be paid to subsidiary companies and NDC projects.

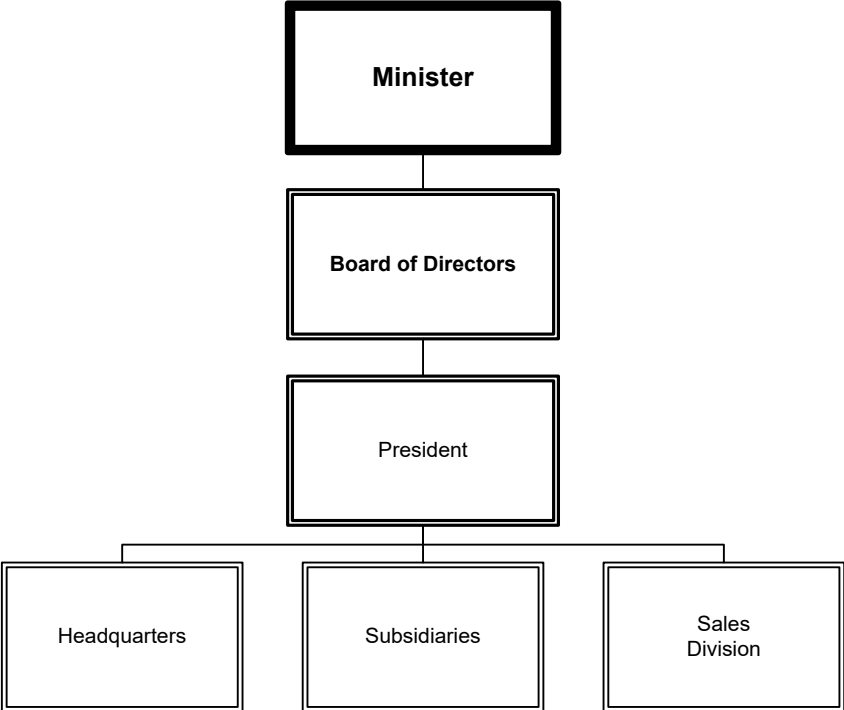
The legislated objectives of the Corporation, as stipulated in Section 3 of the Act, are as follows:

- “(a) to incorporate, establish and carry on the business of companies and to develop, establish, operate, manage and carry on the business of projects, directly or indirectly, within the Corporation in order to:*
- (i) create employment and income for residents of the Territory, primarily in small communities;*
 - (ii) stimulate growth of businesses in the Territory; and,*
 - (iii) promote economic diversification and stability.*
- (b) to invest in business enterprises in order to:*
- (i) stimulate growth of businesses in the Territories; and,*
 - (ii) promote economic diversification and stability; and,*
- (c) promote the economic objectives of the Government of Nunavut.”*

Mission

To make responsible investments in target Nunavut economic sectors that help create employment and income opportunities, stimulate the growth of business and promote economic diversification and stability with an emphasis on investing in Nunavut’s smaller communities.

Accounting Structure



Inuit Employment Plan

President & CEO

Kyle Tattuinee (Nunavut Inuk)
kyle@ndcorp.nu.ca

Middle Management – Finance Officer

Brenda Tagalik (Nunavut Inuk)
btagalik@ndcorp.nu.ca

Middle Management - Business Advisor – Processing & Harvesting

Miki McLeod (Nunavut Inuk)
miki@ndcorp.nu.ca

Middle Management - Business Advisor - Cultural Industries

Goretti Kakuktinniq (Nunavut Inuk)
goretti@ndcorp.nu.ca

Professional – CFO

Balaji Ramamani, CF, CPA, CMA, FIPA(Aus),
CIA, CMA, CRMA, CGAP, CFSA(USA), FCA, FCMA(In),
FAIA, MCSI(UK), MBA
balaji@ndcorp.nu.ca

Capacity

Of NDC’s five headquarter positions, three are permanently filled by Nunavut Inuit. The Finance Officer and both Business Advisor positions are permanently filled by Inuit.

NDC supports long-term training and development for Inuit staff through participation in individualized training opportunities such as GN-wide employee development programs such as the *Hivuliqtikhanut* Program and occupational-specific professional development, including enrollment in professional associations and participation in targeted conferences and seminars.

Inuit Employment Plan

- NDC achieved its Inuit staffing objectives with the three positions targeted, 60% of all head quarter positions, filled permanently by Nunavut Inuit.

New Target Positions for March 31, 2023

- NDC will plan for and achieve its 80 % headquarter staffing targets for Inuit staff.
- NDC will work with its board of directors and meet with the Minister responsible for the Corporation to discuss approaches that would lead to elevated levels of Inuit employment through structured succession planning and mentoring of Inuit staff into the remaining key senior management positions of President & CEO and the Chief Financial Officer.

NDC Inuit Employment Targets				
Nunavut Development Corporation	As at Sept. 30, 2021		For March 31, 2023	
		Capacity %		Capacity %
Total Department Positions	5		5	
Total Filled Positions	5	100%	5	100%
Total Vacancies	0	0%	0	0%
Total Inuit	4	80%	4	80%
Total Executive Positions	1		1	
Total Filled Executive Positions	1	100%	1	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	1	100%	1	100%
Total Senior-Management Positions	2		2	
Total Filled Senior-Management Positions	2	100%	2	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Inuit in Senior-Management Positions	2	100%	2	100%
Total Middle-Management Positions	0		0	
Total Filled Middle-Management Positions	0	0%	0	0%
Total Vacant Middle-Management Positions	0	0%	0	0%
Total Inuit in Middle-Management Positions	0	0%	0	0%
Total Professional Positions	1		1	
Total Filled Professional Positions	1	100%	1	100%
Total Vacant Professional Positions	0	0%	0	0%
Total Inuit in Professional Positions	0	0%	0	0%
Total Paraprofessional Positions	0		0	
Total Filled Paraprofessional Positions	0	0%	0	0%
Total Vacant Paraprofessional Positions	0	0%	0	0%
Total Inuit in Paraprofessional Positions	0	0%	0	0%
Total Administrative Positions	1		1	
Total Filled Administrative Positions	1	100%	1	100%
Total Vacant Administrative Positions	0	0%	0	0%
Total Inuit in Administrative Positions	1	100%	1	100%

Katujjiluta

Innusivut represents Nunavummiut working together to create jobs in our communities, and to grow our Nunavut and Inuit businesses. Using a mix of equity financing tools we work to advance meaningful development of our economy by investing in local business and helping them grow. NDC emphasizes investments and projects that will benefit our smaller communities.

Through Pivaallirutivut, we are actively invested in companies that support Nunavut's commercial arctic char and turbot fisheries. We invest in companies operating in Nunavut's tourism and cultural industries sector. NDC's investments in businesses operating in Nunavut's traditional food processing sector support many hunters and fishers while also producing country food for our households and territorial institutions. Investing in businesses that bring new services and technologies to the territory help bring a measure of economic diversification to the Nunavut economy and foster additional investment and employment opportunities.

We work in partnership with other territorial investment agencies and strive to deliver our economic programming in accordance with the legislation, regulation and policy framework that govern our corporation.

Operations

The Corporation is currently invested in eight Nunavut subsidiary companies spread throughout the Kitikmeot, Kivalliq and Qikiqtani Regions operating primarily in Nunavut's cultural industries, fisheries, harvesting and tourism sectors. The Corporation also operates a southern Inuit art marketing division. NDC manages a Venture Equity fund that prioritizes equity investments in qualifying Inuit and Nunavut businesses operating in the priority economic sectors with an emphasis on placing investments that support Nunavut's smaller communities.

Critical Issues and Challenges

- *High Energy Costs*
The cost of business overhead expenses in Nunavut is extreme. NDC subsidiary companies continue to incur high-energy costs making production expensive at its Nunavut plants. Power and fuel costs are very high and work to drive up production cost overheads at the processing plants. These costs are then passed on to the consumer making products more costly. NDC prioritizes capital investments at its facilities to support enhanced energy consumption and efficiencies in an effort to help keep energy costs in check.

- *Aging Infrastructure*
 NDC's subsidiary companies are operating in facilities in excess of thirty years old. In order to remain safe, compliant and in a state of good repair, the structures require increasing and ongoing investment to address a variety of issues ranging from basic wear and tear to more complex and costly structural upgrades and geotechnical assessments.
- *Sustainability of Nunavut's Caribou Herds*
 Each winter Kivalliq Arctic Foods in Rankin Inlet operates a commercial caribou harvest; annually the company anticipates purchasing up to 500 animals harvested by hunters from Arviat, Whale Cove, Rankin Inlet and Chesterfield Inlet. The winter harvest creates work for both plant workers and harvesters at a time of year when employment opportunities are limited. The caribou are processed and sold throughout Nunavut to households, agencies and commercial establishments. Commercial caribou harvesting in the Kivalliq is unregulated; it takes place throughout the year at a variety of different levels. The unregulated harvesting of Kivalliq caribou has come under significant scrutiny; there is significant concern about the long-term sustainability of the herds if current harvesting practices are not better controlled. Any regulatory framework that could limit or restrict KAF's ability to acquire caribou for processing in the winter months would have an adverse financial impact on the organization.
- *Reduced Transarctic Airline Capacity*
 Service reductions to Nunavut's transarctic airline network is of significant concern. NDC draws in fish and other Nunavut produced goods from communities across Nunavut located in each of Nunavut's three regions. An efficient east/west transarctic cargo network offering both necessary cargo capacity and competitive freight rates is essential to the ongoing growth of Nunavut's inter-settlement trade economy. Reductions in transarctic air services have hindered economic growth in this essential area of the Nunavut economy.
- *Territorial Investment Programming*
 More structured coordination between the Nunavut's investment agencies and departments is necessary to help ensure limited public investment dollars are strategically placed and tracked in a way that most effectively achieves key objectives such as job creation, balanced economic growth and support for business.
- *High Shipping Costs*
 The high cost of moving goods whether north bound or south bound continues to be a critical issue and barrier to economic growth. The cost of shipping can often exceed the cost of the actual commodity itself.

Objectives & Strategic Approaches

- 1. Subsidiary Companies** - NDC holds varying equity interests in the subsidiary companies ranging from 51% to 100% of the common voting shares. NDC makes capital investments and provides operating subsidies to subsidiary companies in accordance with its; Corporate Plan, Main Estimates and Investment Policies and Guidelines under Section 16 of the *Nunavut Development Corporation Act* – Capital Fund, Subsidy Fund and Capital Reserve Fund. The subsidiary companies generate a variety of employment and income earning opportunities for Nunavummiut in sectors such as cultural industries, fishing, harvesting and food processing. NDC prioritizes the sale of finished goods such as country food produced at its subsidiaries back into Nunavut and other northern markets. The proximity to these markets can help reduce shipping costs and increase interest among consumers in Nunavut.
- 2. Sales Division** – NDC’s Sales Division offers a marketing service to Nunavut artists and businesses operating in Nunavut’s cultural industries sector. This segment continues to evolve with numerous sector forces driving ongoing change. NDC’s Toronto based Sales Division operates on the frontline of this sector and represents an essential marketing conduit for a diverse array of Nunavut artists and producers. Whether in Canada, the US or Europe, their clients rely on the Sales Division to effectively meet their Nunavut product requirements with a current and fresh selection of quality art and crafts goods produced by Nunavut artists. On the supply side, the Sales Division maintains important partnerships with NDC subsidiary companies, Nunavut based business enterprises and individual artists to meet its ongoing supply requirements. The Division also maintains important partnerships with organizations such as the Winnipeg Art Gallery and Craft Ontario.
- 3. New Investments** - NDC continues to seek out new investments and projects that help support the growth of business in Nunavut. We will also look to invest in those business enterprises that create employment and income earning opportunities for Nunavummiut and emphasize investments that support the economies of our smaller communities. NDC continues to prioritize investments in projects and business enterprises in the key Nunavut economic sectors of cultural industries, fisheries harvesting, tourism and investments related to Nunavut’s rapidly expanding mining sector.

Capital Fund, Subsidy Fund, Capital Reserve Fund - Section 16 of the *Nunavut Development Corporation Act* establishes the Capital Fund, Subsidy Fund and the Capital Reserve Fund. This Section along with NDC’s Corporate Plan, Main Estimates and Investment Policies and Guidelines govern and allow for the incorporation, establishment and management of new subsidiary companies and projects primarily in Nunavut’s smaller communities.

Venture Investment Fund, Venture Reserve Fund - Section 17 of the *Nunavut Development Corporation Act* establishes the Venture Investment Fund and Venture Reserve Fund. This Section along with NDC Corporate Plan, Main Estimates and

Investment Policies and Guidelines govern and allow for new equity investments in Nunavut or Inuit owned business enterprises where the Corporation does not hold a controlling equity interest.

Along with helping to create employment and income earning opportunities, an NDC equity investment can also help grow and expand a Nunavut business enterprise providing for a measure of economic diversification. An NDC equity investment also helps a business enterprise lever additional business financing such as loans, grants and other types of government contributions. NDC works closely with the Department of Economic Development and Transportation and the Nunavut Business Credit Corporation in an effort to help build efficiencies and bring value to Nunavut clients.

4. Headquarters - NDC's Headquarter offices located in Rankin Inlet consist of five essential staff members. These five staff members provide a variety of business supports and corporate services throughout the organization including ongoing operational support, strategic planning, budgeting, production planning, financial monitoring, human resource support, board support, corporate filings, project management and legal support to the subsidiary companies and sales division. For new investment proposals, HQ undertakes reviews of investment and project proposals, liaises with other Nunavut funding agencies, prepares requests for decisions, drafts shareholders agreements and subscription agreements as well as provides ongoing investment follow-up. Corporately, HQ staff prepares the corporate plan, main estimates, the consolidated financial statements, and the annual report.

5. Transparency & Accountability – NDC places a high value on financial reporting. NDC takes seriously the trust imposed upon the organization through the Nunavut Government's appropriation of public funds to support the Corporation's objectives. The Board of Directors of the Corporation operate in accordance with Section 4 of the Act. The Corporation has an Executive Committee that operates in accordance with Section 20 of the Act. The full NDC board meets three times a year while the Executive Committee meets more frequently. Section 99 of the FAA establishes the Auditor General as the auditor for the Corporation while Section 100 of the FAA requires the Corporation to submit an annual report to the Minister of Economic Development and Transportation for tabling in the Legislative Assembly. NDC remains committed to effective and efficient financial reporting and the transparent and accountable use of public funds.

NDC's Subsidiary Companies

Subsection 16(2) of the Act enables the Corporation to make capital investments in subsidiary companies controlled by the Corporation. Subsection 16(4) of the Act enables the Corporation to pay annual operating subsidies to its subsidiary companies up to the prescribed maximums or as approved by the Government of Nunavut Financial Management Board.

Presently the Corporation has eight subsidiary companies located in seven Nunavut communities:

Ivalu – Rankin Inlet

Ivalu carries an extensive inventory of Nunavut produced arts and crafts for both its retail and wholesale operations. Along with produced goods from partner companies such as Uqqurmiut Arts and Crafts, the Jessie Oonark Center, Kiluk and Taluk Designs, Ivalu carries a wide selection of books, music, collectables, sculpture, clothing and jewelry from independent producers all across Nunavut. The company will continue to seek out new Nunavut producers to promote both their work and to enhance and expand Ivalu's product offering. Ivalu will also continue working to develop its Northern wholesaling arm from its Rankin Inlet location, offering northern business enterprises a unique opportunity to purchase a wide variety of art and craft items from all corners of Nunavut at wholesale pricing for eventual retail in their businesses and communities. Ivalu will also continue to run its Ivalu online retail store.

Jessie Oonark – Baker Lake

Jessie Oonark (JOL) will continue to incorporate a micro-leasing approach to assist in offsetting the company's high operating costs while providing commercial space for small local businesses or agencies to operate. Working closely with Ivalu and other partner companies JOL will continue to build upon its retail gift shop for residents and tourists alike who visit Baker Lake throughout the year. As well, this company also regularly provides industrial garment repair services to Agnico Eagle Mines along with providing tailoring, embroidery and clothing repair services to local residents. JOL provides important goods and services to its partner companies and business enterprises across Nunavut, from local art and jewelry to screening printing and embroidery services.

Kiluk – Arviat

Kiluk seamstresses will design and produce the company's well-known sealskin product line incorporating its digital embroidery capacity. They will also incorporate other mediums such as beaver, raccoon and arctic fox into their production planning to help keep their product line fresh. Kiluk will continue its production partnership with the Maplelea Doll Company producing accessories for the popular Sila Doll. All of Kiluk's products are produced on site in Arviat by local seamstresses; nothing is outsourced. Kiluk is a popular stop for visitors and locals alike and their sewn goods are recognized across the north. Kiluk will continue to carry Nunavut produced

goods from Uqqurmiut Arts and Crafts, Taluq Designs and the Jessie Oonark Center along with locally produced arts and crafts. The company also offers tailoring and repair services to residents of Arviat. Kiluk has ability to produce products when required by ED&T with mask during the time of COVID-19 epidemic, also produced 80 hospital gowns when required.

Kitikmeot Foods – Cambridge Bay

Kitikmeot Foods Ltd (KFL) will continue to work with local fishermen and the Ekaluktutiak HTO to harvest char from commercial water bodies in and around the community of Cambridge Bay. KFL will also continue to work in conjunction with the Ekaluktutiak HTO in an effort to revive the annual winter muskox harvest. The company maintains many important sales and distribution partnerships: locally within Nunavut and also with adjacent jurisdictions such as the NWT and points beyond. KFL also maintains a unique sales partnership with San Francisco based “Cleanfish” who distributes “Truly Wild” arctic char to key US markets. KFL maintains a strong local sales base in Cambridge Bay. The company is Nutrition North Canada registered. KFL will continue supporting regional social agencies and community organizations to assist in addressing food security by donating country food to these groups and will collaborate with the Department of Fisheries and Oceans in supporting fisheries research in lakes and rivers in the Cambridge Bay area.

Kivalliq Arctic Foods – Rankin Inlet

Kivalliq Arctic Foods (KAF) will continue to work with fishermen, communities and HTOs to purchase char harvested from Nunavut commercial water bodies. KAF will, in conjunction with its partner the Issatik HTO, manage the operations of the Papiruk Fisheries fish plant in Whale Cove, supporting both a summer char harvest and a fall beluga harvest. KAF will also work in conjunction with the Aqigiq HTO and the Hamlet of Chesterfield Inlet to manage the operations of the Iqalupik Fish Plant to support the summer char harvest there. KAF purchases caribou and muskox from hunters throughout the Kivalliq during the winter months for processing at the plant and sale back to Nunavummiut. The company is Nutrition North Canada registered. KAF has built strong relationships with individual Nunavut customers and commercial clients. KAF will also work to support regional social agencies and community organizations to assist in addressing food insecurity by donating country food to these groups.

Papiruk Fisheries – Whale Cove

The Papiruk Fisheries fish plant will continue to operate seasonally supporting local harvesting initiatives. With the support of the Issatik HTO, Papiruk Fisheries will also purchase maktaaq from local hunters. The plant utilizes local labour and is operated in partnership with Kivalliq Arctic Foods and the Issatik HTO.

Taluq Designs – Taloyoak

Taluq Designs will continue to produce its well-known slipper and mitt products. The company will also continue to support the local economy by having seamstresses produce from home its line of Inuit themed packing dolls including the well-known

packing bear. Taluq is a popular stop for locals and visitors alike; they will continue to stock their gift shop with Nunavut produced goods from Uqqurmiut Arts and Crafts, the Jessie Oonark Center and Kiluk along with carrying a selection of locally produced arts and crafts for resale. The company also occasionally visits Kugarruk to purchase art and craft items from the community. Taluq will be providing embroidery/packing doll workshop to train young seamstresses funded by ED&T this will be so that the seamstresses will be able to provide income opportunity for themselves and family after the training.

Uqqurmiut Arts & Crafts – Pagnirtung

Pagnirtung has some of the most prolific jewelry producers in Nunavut. Uqqurmiut Arts and Crafts (UAC) will continue to advance this local skill set through increased purchases from local jewelry producers for resale across Nunavut and beyond. The company operates the internationally renowned Pagnirtung Tapestry Studio that produces iconic product lines such as Pang hats, scarves, blankets and mitts. The studio also seeks out opportunities for custom tapestry production for corporate clients and public organizations. The well-known craft shop, popular with visitors and local residents, offers sculpture, woven goods, Inuit prints along with other Nunavut produced goods from Kiluk, the Jessie Oonark Center and Taluq Designs. UAC's partnership with Canada Post, to operate the local postal outlet, and the company's long-standing service partnership with Qiniq are important local services offered through UAC that both benefit the community and generate additional revenues for the Centre. For the last three years UAC has partnered with RBC to provide banking service for the community of Pagnirtung. Along with offering enhanced banking opportunities for Pagnirtung residents the agency bank will also generate additional revenue for the company that can be directed toward its ongoing arts programming. The additional revenues also help offset the high operating costs associated with running this stunning facility. Following up on the successful release of last year's print collection, UAC is again planning to produce and release a print collection this coming year.

Measures of Success

Efficiency, Economy and Effectiveness

Financial Reporting	*2024-25	* 2023-24	2022-23	*2021-22
Date of board approval - audited financial statements	July 2025	July 2024	July 2023	July 28
Compliant - Sec100 FAA Submission of Annual Report	N/A	N/A	N/A	Yes
Audit Qualifications	N/A	N/A	N/A	N/A

* identifies forecasted estimate

Employment created or maintained	*2024-25 Forecast	*2023-24 Forecast	*2022-23 Forecast	*2021-22 Forecast
Ivalu	4.00	4.00	4.00	4.00
Jessie Oonark	4.50	4.50	4.50	4.50
Kiluk	4.00	4.00	4.00	4.00
Kitikmeot Foods	10.00	10.00	10.00	10.00
Kivalliq Arctic Foods	15.00	15.00	15.00	15.00
Taluq Designs	2.00	2.00	2.00	2.00
Uqqurmiut Arts & Crafts	14.00	14.00	14.00	14.00
Venture Investments	43.00	43.00	43.00	43.00
Projects	2.00	2.00	2.00	2.00
NDC	19.00	19.00	19.00	19.00
Total	117.50	117.50	117.50	117.50

* identifies forecasted estimate

Diversifying Investments	*2024-25 (\$000)	*2023-24 (\$000)	*2022-23 (\$000)	*2021-22 (\$000)
New Venture Investments	\$500	\$500	\$500	\$500

* identifies forecasted estimate

Government Funding	*2024-25 (\$000)	*2023-24 (\$000)	*2022-23 (\$000)	2021-22 (\$000)
Government of Nunavut	3,358	3,358	3,358	3,358

* identifies forecasted estimate

Financial Performance	*2024-25 (\$000)	*2023-24 (\$000)	*2022-23 (\$000)	*2021-22 (\$000)
Total Revenues	2,850	2,850	2850	2997
Profit (loss)	515	506	500	481

* identifies forecasted estimate

Investment Fund Summary

Subsection 16(1) of the Act requires the Corporation to establish a Subsidy Fund, a Capital Fund and Capital Reserve Fund. Subsection 17(1) further requires the Corporation to establish a Venture Investment Fund and a Venture Reserve Fund. The Corporation also maintains a General Operating fund.

Prescribed Maximum

The Prescribed Maximum is the maximum amount payable each year from the Subsidy Fund, Capital Fund, Capital Reserve Fund, Venture Investment Fund and/or Venture Reserve Fund for each job created or maintained in a subsidiary, project or business enterprise.

Subsidy Fund

The Subsidy Fund allows the Corporation to pay an operating subsidy to a subsidiary for each job directly or indirectly created or maintained up to a prescribed maximum or for a greater amount with the approval of the Financial Management Board.

Subsidiary Company	Subsidiary Forecasted Employment 2022-25	Prescribed Maximum at \$37,997 / job	Operating Subsidy Budgets 2022-25	Within Prescribed Maximum
Ivalu	4.00	151,988	-	N/A
Jessie Oonark	4.50	189,985	165,000	Yes
Kiluk	4.00	170,987	140,000	Yes
Kitikmeot Foods	10.00	379,970	330,000	Yes
Kivalliq Arctic Foods	15.00	569,955	260,000	Yes
Taluq Designs	2.00	75,994	70,000	Yes
Uqqurmiut Arts & Crafts	14.00	531,958	238,000	Yes

Capital Fund

The Capital Fund allows the Corporation to pay a capital subsidy to a subsidiary for each job directly or indirectly created or maintained up to a prescribed maximum or for a greater amount with the approval of the Financial Management Board.

Subsidiary Company	Subsidiary Forecasted Employment *2022-25	Prescribed Maximum at \$37,997 / job	Capital Subsidy Budgets *2022-25	Within Prescribed Maximum
Ivalu	4.00	151,988	20,000	Yes
Jessie Oonark	4.50	189,985	11,500	Yes
Kiluk	4.00	170,987	10,000	Yes
Kitikmeot Foods	10.00	379,970	21,500	Yes
Kivalliq Arctic Foods	15.00	569,955	50,000	Yes
Taluq Designs	2.00	75,994	7,000	Yes
Uqqurmiut Arts & Crafts	14.00	531,958	85,000	Yes

* identifies forecasted estimate

Capital Reserve Fund

Ten percent of the sum paid from the Capital Fund is to be directed to the Capital Reserve fund. The Capital Reserve fund can be used to make additional investments or can be used as short term financing to provide a subsidiary with sufficient sums to carry on its business, up to a prescribed maximum or in an amount greater with the approval of the Financial Management Board.

Venture Investment Fund

Allows the Corporation to purchase shares or otherwise invest in a business enterprise up to a prescribed maximum or in an amount greater with the approval of the Financial Management Board.

Venture Reserve Fund

Ten percent of the sum paid from the Venture Investment Fund is to be directed to the Venture Reserve Fund. The Venture Reserve Fund can be used to make additional investments in a business enterprise in which it has invested in return for shares or a larger proportion of ownership in the business enterprise or as short-term or long-term financing in an amount up the prescribed maximum or in an amount greater with the approval of the Financial Management Board.

General Operating Fund

This fund allows the Corporation to fund its Headquarter and Sales Division operating activities. The Corporation identifies its General Operating Fund requirements annually in the corporate plan.

Source and Use of Funding

Four-Year Forecast (\$000)

	Budget 2024/25	Budget 2023/24	Budget 2022/23	Budget 2021/22	Total
Opening Balance	0	0	0	0	0
Sources of Cash					
GN Contribution	3,358	3,358	3,358	3,358	13,432
Uses of Cash					
Ivalu	-	-	-	-	-
Jessie Oonark	165	165	165	165	660
Kiluk	140	140	140	140	560
Kitikmeot Foods	330	330	330	330	1,320
Kivalliq Arctic Foods	260	260	260	260	1,040
Taluq	70	70	70	70	280
Uqqurmiut Arts & Crafts	238	238	238	238	952
Subsidiary Operations	1,203	1,203	1,203	1,203	4,812
Headquarters	1,455	1,455	1,455	1,455	5,820
Sales Division	200	200	200	200	800
Total Operational Use of Funds	2,858	2,858	2,858	2,858	11,432
Capital Expenditures	230	230	230	230	920
Venture Equity	270	270	270	270	1,080
Total Use of Cash	3,358	3,358	3,358	3,358	13,432
Closing Balance	0	0	0	0	0

Main Estimates Operating Budget

	Operating Budget 2024/25	Operating Budget 2023/24	Operating Budget 2022/23	Operating Budget 2021/22
Compensation & Ben.	1,012,500	1,012,500	1,012,500	1,012,500
Grant & Contributions	1,403,000	1,403,000	1,403,000	1,403,000
Travel & Transport	266,500	266,500	266,500	266,500
Materials & Supplies	25,000	25,000	25,000	25,000
Purchased Services	170,000	95,000	95,000	95,000
Utilities	30,000	30,000	30,000	30,000
Contract Services	90,000	90,000	90,000	90,000
Fees & Payments	8,000	8,000	8,000	8,000
Other Exp./Income)	(147,000)	(72,000)	(72,000)	(72,000)
Total O&M	2,858,000	2,858,000	2,858,000	2,858,000
Capital Expenditures	230,000	230,000	230,000	230,000
Venture Equity	270,000	270,000	270,000	270,000
Total Expenditures	3,358,000	3,358,000	3,358,000	3,358,000

Priority Items

Priority Items 2022-23

1. Venture Investment Fund

- Working within the Corporation's Investment Guidelines, Regulations and the NDC Act, the Corporation seek out and receive investment proposals to the Venture Investment Fund. The Board of Directors must approve any new investment from the Fund.
- Investment from the Fund must be of an equity orientated non-controlling nature. NDC targets new investments of \$500,000 annually. NDC continues to prioritize Inuit and Nunavut businesses operating in our arts, harvesting and tourism sectors.
- NDC will also emphasize investments that support employment and income earning opportunities, the growth of business and the diversification of our Territorial economy with an emphasis on making investments in Nunavut's smaller communities.
- Investments from the Fund are redeemable and carry an annual dividend rate, the terms of which are outlined in a Unanimous Shareholders Agreement. NDC will communicate regularly with organizations such as Atuqtuarvik, ED&T, NBCC and CanNor in advancing this priority.

2. Capital Fund & Subsidy Fund

- Working within the Corporation's Investment Guidelines, Regulations and the NDC Act, NDC will seek out and assess opportunities for investment in new projects and subsidiary companies with an emphasis on investments that benefit Nunavut's smaller communities.
- Investment from the Capital Fund supports the acquisition of share capital in the subsidiary company while investment from the Subsidy Fund supports ongoing operating contributions paid to the subsidiary or project.
- Annually NDC targets \$1.4 million in payments from the Capital and Subsidy Fund. The Board of Directors must approve any investment from the Capital Fund and Subsidy Fund. The Minister must approve any investment that leads to the establishment of a subsidiary company.
- New investments from the Capital and Subsidy Funds will prioritize investments in Nunavut's arts, harvesting and tourism sectors that generate employment and income earning opportunities for local residents, stimulate the growth of business and the diversification of our Territorial economy.

- Partnerships with Hamlets, community development corporations, local business enterprises and other funding agencies are critical in the advancement of this priority.

3. Cultural Industries

- NDC will seek out opportunities for new projects and investments in our cultural industries sector that will lead to enhanced employment and income earning opportunities for Nunavut artists and support for Nunavut businesses enterprises operating in our cultural industry sectors.
- NDC will invest in its partner subsidiaries Uqqurmiut Arts and Crafts (Pangnirtung), Taluq (Taloyoak), Kiluk (Arviat) and Jessie Oonark (Baker Lake) to support local producers in the community and regions where the companies are located.
- Ivalu, the Sales Division along with other NDC subsidiary companies will collectively invest \$1.5 million in inventory and promote such locally, across the north and internationally.

4. Harvesting / Fisheries

- NDC will seek out opportunities for new projects and investments in our commercial fishery and harvesting sectors that will lead to enhanced employment and income earning opportunities for Nunavut hunters, fishermen and processing plant workers as well as support for Nunavut business enterprises operating in these sectors.
- NDC will communicate with Nunavut based offshore fishing enterprises and use the Venture Investment Fund to support sector investment for initiatives such as new vessel acquisition.
- NDC will invest in Kitikmeot Foods (Cambridge Bay) and Kivalliq Arctic Foods (Rankin Inlet) to support territorial harvesting and processing initiatives for commercial char, turbot, muskox, maktaaq and caribou with finished product destined for Nunavut households along with other territorial commercial and institutional clients.
- Papiuruq Fisheries (Whale Cove) and Ikalupik Fisheries (Chesterfield Inlet) will work in close coordination with Kivalliq Arctic Foods on summer fishery initiatives. Kitikmeot Foods and Kivalliq Arctic Foods will also pursue winter fishery initiatives with fishermen from other Nunavut communities such as Qikiqtarjuaq.
- Both Kitikmeot Foods and Kivalliq Arctic Foods will be licensed federal processors of arctic char and territorial processors of caribou, muskox and maktaaq. Both will utilize the services of food safety specialists and actively manage their respective food safety framework.

5. Tourism

- NDC will seek out opportunities for new projects and investments in our Tourism Sector that will lead to enhanced employment and income earning opportunities for sector participants and support for Nunavut businesses enterprises operating in this important sector.
- The economies of Nunavut's smaller communities can effectively support tourism related business such as hotels, B&Bs, restaurants and local tour operators. Such investment helps create employment and income earning opportunities in small communities where opportunities are few while also supporting an influx of new investment capital.

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Qulliq Energy Corporation
Société d'énergie Qulliq
Qulliq Alruyaktuqtunik Ikumatjutiit

Corporate Plan 2022-2026

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1.0 Introduction

Qulliq Energy Corporation (QEC) is a Government of Nunavut (GN) territorial corporation. Historically, the Northern Canada Power Commission (NCPC) was responsible for supplying power to the territory from 1949 to 1988. 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 customer-focused renewable energy generation programs.

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 inter-governmental 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 *Katujjiluta* the mandate of the sixth Legislative Assembly of the Government of Nunavut. QEC operates as an enterprise with transparency, accountability and integrity.

1.2 Mission

Qulliq Energy Corporation provides safe, reliable and efficient electricity and plans long-term affordable energy for Nunavummiut.

1.3 Corporate Objectives

Section 5 of the *Qulliq Energy Corporation Act* sets out the objectives of QEC, they are as follows:

- (a) to generate, transform, transmit, distribute, deliver, sell and supply energy on a safe, economic, efficient and reliable basis;
- (b) to plan and provide for Nunavut's long term needs for affordable energy, taking into consideration Nunavut's desire to enhance energy self-reliance and to conserve energy and energy resources;
- (c) to purchase, store, process, distribute, deliver, sell and supply petroleum products and other fuels;
- (d) to undertake programs to maximize efficiency of fuel and other energy consumption and to provide advice and information to consumers to enable fuel and energy conservation;
- (e) subject to the *Utility Rates Review Council Act*, to set rates and tariffs for energy and services supplied by the Corporation and its subsidiaries; and
- (f) to undertake any other activity directed or authorized by order of the Commissioner in Executive Council.

Qulliq Energy Corporation supports the following key priority areas of the Katujjiluta Mandate of the 6th Legislative Assembly:

- (a) Aging with Dignity in Nunavut
- (b) Enabling Health and Healing
- (c) Re-investing in Education
- (d) Diversifying our local economies

Aging with Dignity in Nunavut

Under the action item *'Encourage community-based initiatives to provide elders/seniors programming and supports for independent or assisted living'*, QEC collaboratively administers two Subsidy Programs with the Government of Nunavut, the Department of Finance's Nunavut Electricity Subsidy Program and the Nunavut Housing Corporation's User Pay Program. During Covid19, QEC reserved the first hour of its Customer Care office operations to serving seniors and other vulnerable groups.

Enabling Health & Healing

Under the action item *'Re-invest in suicide prevention and postvention programs with our partners with an emphasis on those that address root causes such as child sexual abuse, trauma, bullying and discrimination'*, QEC contributes to the overall Priority in terms of respect in the workplace. This includes training on bullying, harassment and discrimination.

Re-investing in Education

Under the action item *‘Increase opportunities for pre-employment work experiences for high school and post-secondary students throughout the year’*, QEC administers an active Summer Student Program with the objective of finding qualified young people who will seek employment at QEC in the future.

Under the action item *‘Enhance indirect supports for post-secondary learners’*, QEC supports learning by paying for employee training and the acquisition of professional designations.

Under the action item *‘Prepare and implement a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut’s labour force and economy’*, QEC has 5 Inuit Employment initiatives.

Diversifying our Local Economies

Under the action item *‘Investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction’*, QEC remains committed to developing the territory’s infrastructure base, a critical component of ensuring safe and reliable power for Nunavummiut. QEC endeavors to further the Corporation’s alternative energy initiatives in Nunavut through partnerships with federal, territorial, municipal governments and Inuit organizations. This action item is in line with the QEC Act.

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, 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 (NESP).

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 cents/kWh, for customers in this program.

The Nunavut Electricity Subsidy Program is offered to 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 with a gross revenue of less than two million dollars.

QEC submits applications for rate changes to the Minister responsible for QEC, who then seeks 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 determines whether to approve the URRRC's recommendation, approve QEC's request or provide a new option.

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 costs and non-fuel costs such as operations and maintenance, travel and wages. 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's most recent General Rate Application (GRA) was submitted 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 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 1.29 cent per kilowatt-hour (kWh) FSR rider refund from April 1, 2021 to September 30, 2021. There is currently no fuel rider for the six-month period of October 1, 2021 to March 31, 2022, as the FSRF forecast is within the plus or minus 1-million-dollar threshold.

Based on forecasts, QEC filed a courtesy FSR for the next six months effective April 1, 2022 to September 30, 2022. A rider was not proposed as the FSRF balance is expected to be below the 1-million-dollar threshold.

2.3 Environmental

QEC operates in some of the most difficult environmental conditions of any utility in the world. Weather, distance and darkness generate stresses on employees, assets and equipment. These factors present a challenge for our operations and maintenance teams.

QEC operates in some of the most environmentally fragile locations in the world and endeavors to protect these environments locally, through strong environmental protections practices and globally, through reducing the use of diesel fuel for power generation. The Corporation's expectation to abide by *Avatittinnik Kamatsiarniq* (respect and care for the land, animals and the environment) is reflected in its environmental protection measures. QEC abides by legislative and regulatory standards for the removal and remediation of environmental contamination. The Corporation has committed to implementing remedial measures when human health is at risk.

QEC is aware of 28 legacy contamination sites from the historical operations of the NCPC. QEC has determined through legal opinions that the Government of Canada is responsible for the majority of the legacy contamination on QEC sites based upon the principle of "polluter pays". QEC is responsible for the ongoing monitoring, mitigation and remediation of environmental liabilities that occur on QEC lands.

2.4 Economic

QEC's largest operations and maintenance expense is for 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. QEC has launched its suite of renewable energy initiatives to reduce overall diesel consumption. The cost of renewable energy remains tied, at least in part, to the price of diesel. This means that Nunavut will continue to pay diesel prices, or higher, for power regardless of its generation source.

QEC's borrowing capacity of \$250 million is linked to the GN's debt ceiling. QEC does not receive appropriations from the GN, instead receiving funds from the sale of electricity to customers. QEC relies on its status as a monopoly, in order to effectively share the significant capital costs associated with energy generation in Nunavut. QEC's customer base is too small to be able to fund large capital projects cost effectively. Maintaining the entire customer base ensures that these large costs are shared by as many customers as possible so that each individual customer pays less for energy.

QEC's small customer base and the significant cost of its power generation projects, limits QEC's financial ability to pursue renewable energy studies and projects, as well as, initiate upgrades to its aging power systems. To augment these limited resources, QEC needs to foster investment partnerships with the territorial and federal government for renewable energy projects and to fund upgrades to the existing diesel infrastructure that will continue to serve as a back-up power supply.

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 and reliable power to Nunavummiut. Across Nunavut, both federal and GN departments, agencies and municipalities have mobilized to provide improved infrastructure to Nunavummiut. QEC thus 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 the growing electricity demand across the territory.

The GN's Capital Plan to upgrade, expand or replace infrastructure in communities is one driver to increase electricity demand. QEC relies upon its relationship with the GN Department of Community and Government Services, to gather information on the 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 and 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.

QEC has constructed a new power plant in Arctic Bay. Through the Government of Canada's Arctic Energy Fund (AEF), QEC anticipates replacing the Kugluktuk, Cambridge Bay, Igloolik, Gjoa Haven, Cambridge Bay, Kugaaruk and Chesterfield inlet power plants and 9 diesel power generators in the communities of Iqaluit, Chesterfield Inlet, Coral Harbour, Pond Inlet (2 generator sets), Rankin Inlet, Clyde River (2 generator sets) and Whale Cove. The diesel power generators in Chesterfield Inlet, Coral Harbour and Rankin Inlet were completed in 2019-20, while the replacement of a generator set in Pond Inlet was completed in 2020-21. These projects are cost shared 75:25 by AEF and QEC respectively.

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 through the launch of its third party power generation programs. In 2018, QEC launched its Net Metering Program (NMP). 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 was the first step for QEC in connecting renewable energy to its grid; a process that continues with the development of larger power producer programs. As of February 2022, there were 20 NMP applications received, 15 bi-directional meters installed and 5 system installations in progress.

QEC launched the Commercial and Institutional Power Producers (CIPP) renewable energy program in March 2021. The CIPP program allows existing commercial and institutional customers to generate renewable energy on their premises using renewable energy systems. Through the CIPP program, all energy generated must be sold to QEC and bought back at the applicable community rate. QEC has received 5 applications, of which, 2 have been approved, 1 is unviable and 2 are under review.

QEC is developing an Independent Power Producers (IPP) renewable energy program, which, will allow for larger scale independent power producers to generate renewable energy and sell all the power generated to QEC. QEC anticipates launching the IPP program in late 2022.

QEC pays CIPP proponents the avoided cost of diesel (the price QEC pays for diesel per kilowatt-hour) to ensure that the program does not result in an increase electricity costs for QEC's customers. In developing the IPP program and reviewing the CIPP program, QEC received Ministerial instruction to commission a report on alternative pricing structures. QEC appointed a rate regulation Consultant to develop a *Specialized Rate Strategy* report. QEC is in discussion with its GN stakeholders on the findings of this report and to determine the next steps, including a price for power that is economically viable for Nunavummiut.

Through the Government of Canada's Clean Energy for Rural and Remote Communities (CERRC) Program and the AEF, 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 Sanikiluaq project is completed and operational. The Taloyoak project is scheduled for completion in 2023. Feasibility studies, funded by Crown-Indigenous Relations and Northern

Affairs Canada's - Northern REACHE Program, showed promising results for a DHS expansion in Baker Lake and an exhaust gas heat recovery unit (EGRU) in Iqaluit. This study has been completed. QEC has existing DHS in Iqaluit, Arviat, Kugluktuk, Pangnirtung, Rankin Inlet and Sanikiluaq.

In 2018, QEC completed phase I of a feasibility study on the potential for geothermal resource development for Nunavut. QEC secured partial funding from Canadian Northern Economic Development Agency (CanNor) to execute phase II of this initiative; for data collection at Baker Lake, Resolute Bay and Cambridge Bay. QEC has cancelled its Phase II funding agreement with CanNor and reapplied for Phase IIb which includes exploring geothermal storage in Baker Lake, allowing heat to be stored until needed for use in Baker Lake's existing DHS. 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) 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, 2021, QEC's Inuit employment rate was 56%.

3.1 Inuit Employment Initiatives

The Corporation continues to make efforts to strengthen Inuit employment through the establishment of 5 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 3 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. 11 Inuit are currently on development assignments.
 - **Professional:** The Corporation fully supports Inuit employees in obtaining professional licensing in their field. 2 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 twelve students hired over the 2021 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 2021-2022 include maintaining or increasing the number of Inuit employees as outlined in our Inuit Employment Plan.

Priorities (2022-2023)

- Recruit four Inuit apprentices.
- Develop an Internship Program.
- Recruit two Inuit interns.

Priorities (2023-2024)

- Create a Coaching and Mentorship Program.
- Offer coaching and mentorship opportunities to interested employees.
- Recruit an intern for Senior Management role.

Priorities (2024-2025)

- Create training programs to target Plant Superintendents, Plant Operators and Assistant Operators.

Priorities (2025 – 2026) April - October

- Recruit QEC Internship Program outcome. Determine if additional FTE/PY are required.

- Review QEC Apprentice Program outcome. Determine if additional FTE/PY are required.

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 3 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 (2022-2023)

- Develop Corporate Planning process manual.
- Finalize Board of Director's Manual.
- Approval of Corporate Policies on Motor Vehicle, Environmental Protection, Information Technology and Housing Policy by the Union.
- Approval of Housing Procedures.
- Conclude two audits – draft and final reports.
- Confer with QEC's stakeholders on the Commercial and Institutional Power Producers Program - Specialized Pricing Strategy report.
- Finalize and launch the revised Commercial and Institutional Power Producers Program.
- Finalize and launch Independent Power Producers Program.
- Confer with QEC's stakeholders on the Net Metering Program review report.
- Finalize and launch the revised Net Metering Program.
- Update Corporate Policies on Transient Housing, QEC's Policy Manual, Air Charter and Land Acquisition and Disposal in collaboration with the respective departments.
- Deploy QEC's Privacy Impact Assessment procedure.
- Deploy ATIPP training for Senior Management team and other Managers.
- Plan for new Government reporting procedures.
- Design and develop a Database Management System for Corporate Planning.

- Develop Communications process manual.
- Assess corporate website structure in collaboration with IT.
- Coordinate content for new intranet.
- Expand Energy Wise campaign promotion.
- Develop and implement communication plan for General Rate Application.

Priorities (2023-2024)

- Conduct a Corporate Policy review and identify gaps.
- Based on policy gap analysis, begin priority policy planning and development.
- Launch Communications process manual.
- Create community consultation guidelines.
- Develop plan to update website structure based on assessment in collaboration with IT.
- Implement Communication Plan to share changes and new customer care processes and improvements.

Priorities (2024-2025)

- Develop / revise Corporate Policies in collaboration with the respective departments.
- Conduct Program Evaluations – Net Metering, Commercial and Institutional Power Producers Program and Independent Power Producers Program.
- Finalize new website content.

Priorities (2025-2026) April - October

- Continue to develop new Corporate Policies.
- Program revision if required - Net Metering, Commercial and Institutional Power Producers Program and Independent Power Producers Program.
- Develop communications plan to launch new public website.
- Conduct research on available communications tools and platforms to improve efficiency.

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 (2022-2023)

- Complete connection of emergency generation set in Gjoa Haven.
- Complete Sanirajak, Sanikiluaq and Igloolik electrical distribution upgrades.
- Complete construction of new District Heating System in Taloyoak.
- Complete the distribution work and close the new Arctic Bay Power Plant project.
- Start design of new power plant in Cambridge Bay, Igloolik and Gjoa Haven.

- Start replacement of G₂ generator set in Clyde River.
- Start replacement of Iqaluit G₄ generator set.
- Start replacement of Baker lake G₄ generator set.
- Start replacement of G₃ generator set in Sanikiluaq
- Start Grise Fiord, Whale Cove and Sanirajak Substation upgrade project
- Start construction of hybrid diesel/solar power plant in Kugluktuk.

Priorities (2023-2024)

- Based on previous electrical distribution surveys conducted, create a work plan and prioritize identified projects for completion.
- Start construction of new power plants in Cambridge Bay, Igloolik and Gjoa Haven.
- Start design of new power plant in Kugaaruk and Chesterfield inlet.
- Complete Iqaluit G₄ and Baker Lake G₄ Genset Replacement project.

Priorities (2024-2025)

- Complete the construction of the hybrid power plant in Kugluktuk and close the project.
- Start construction of new power plants in Kugaaruk and Chesterfield Inlet.
- Continue construction of new power plants in in Cambridge Bay, Igloolik and Gjoa Heaven.

Priorities (2025-2026) April - October

- Complete the construction of new power plants in Cambridge Bay, Igloolik and Gjoa Haven.
- Continue the construction of new power plants in Kugaaruk and Chesterfield Inlet.

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 (2022-2023)

- Purchase and Implement Computerized Maintenance Management System (CMMS) to improve maintenance planning & scheduling.
- Promote new Observation Reporting System to improve proactive reporting of unsafe conditions.
- Complete final commissioning and connection of the new Arctic Bay Power Plant.
- Continue territorial LED streetlight conversion.

Priorities (2023-2024)

- Review cost estimation process in the Computerized Maintenance Management System at the individual work order level for materials and labour.
- Review of best practices employed by other off-grid diesel generating utilities.
- Finish territorial LED streetlight conversion.

- Complete final commissioning and connection of the new Kugluktuk power plant.

Priorities (2024-2025)

- Support construction of new plants in Cambridge Bay, Igloolik, Gjoa Haven, Kugaaruk, and Chesterfield Inlet.
- Support corporate initiatives related to renewable or non-carbon emitting generation.
- Perform assessments with Engineering to Optimize prime mover assets with remaining useful life, in the diesel plants being replaced.

Priorities (2025-2026) April - October

- Support construction of new plants in Cambridge Bay, Igloolik, Gjoa Haven, Kugaaruk, and Chesterfield Inlet.
- Support corporate initiatives related to renewable or non-carbon emitting generation.
- Undertake review of worst performing systems and develop action plans to address it.

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 (2022-2023)

- Commence any required modification of existing financial processes as identified by the review of the Enterprise Resource Planning system.
- 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.
- 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.

Priorities (2024-2025)

- Implement continuous training and development modules for customer care staff to improve customer service.

Priorities (2025-2026) April - October

- Develop and launch a Finance Associate Rotational (FAR) Program with emphasis on building a Best in Class Finance Business Partner Team.
- Evaluate automation in Finance processes towards improving data analysis, forecasting and reporting accuracy to mitigate financial risk and inform actionable insights.
- Develop & implement a Finance Team Building event to promote collaboration.

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 (2022-2023)

- Implement new Staff Housing Policy and Procedures Manual.
- Launch the new tracking system for HSEF training courses.
- Complete re-structure and update of the Environmental Manual and associated Standard Operating Procedure Manual.
- Complete re-structure and update of the Environmental Manual and associated Standard Operating Procedure Manual.
- Implement Transient Housing Policy and develop Procedures.
- Implement the Staff Housing Policy and Procedure Manual.
- Complete construction of new head office in Baker Lake.
- Complete an external safety audit to maintain Certificate of Recognition accreditation.

Priorities (2023-2024)

- Establish preventative maintenance schedule for Facilities' assets.

- Audit existing health, safety and environment training packages to ensure that they are in compliance with current regulations and industry best practices.
- Decommission the Arctic Bay old power plant fuel system.

Priorities (2024-2025)

- Review and revise the 2019 version of the Health and Safety Manual and the 2020 Safety Rule Book.
- Complete a comprehensive gap analysis of existing Health and Safety program and Nunavut Occupational Health and Safety Regulations.
- Review tenant damage process and collections and develop procedure manual.

Priorities (2025-2026) April - October

- Develop comprehensive asset management strategy for corporate housing assets in major hubs.
- Develop safety and health strategy with goal of world class performance.

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 (2022-2023)

- Update excluded and Senior Management employee manuals.
- Based on the GN HR best practices review, commence update of HR policies and employee onboarding.
- Develop Supervisor and Manager orientation for new hires.

Priorities (2023-2024)

- Develop employee retention strategy.
- Conclude addressing action items identified in HR Best Practice Review.
- Conclude update of HR policies.

Priorities (2024-2025)

- Develop employee engagement survey to assess and improve employment experience at QEC.
- Review employee engagement survey results and develop an Implementation Strategy.

Priorities (2025-2026) April - October

- Commence Implementation Strategy identified from 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 divisions to ensure information is available to make timely and accurate business decisions.

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.

Priorities (2024-2025)

- Implement Enterprise Resource Planning training material based on the review from the previous fiscal year in conjunction with QEC Finance.
- Implement website structure based on the review from the previous fiscal year in collaboration with Corporate Affairs.

Priorities (2025-2026) April - October

- Review communications and internet infrastructure.
- Audit existing onboarding and off boarding procedures.
- Review and development of the IT Departments Key Performance Indicators.

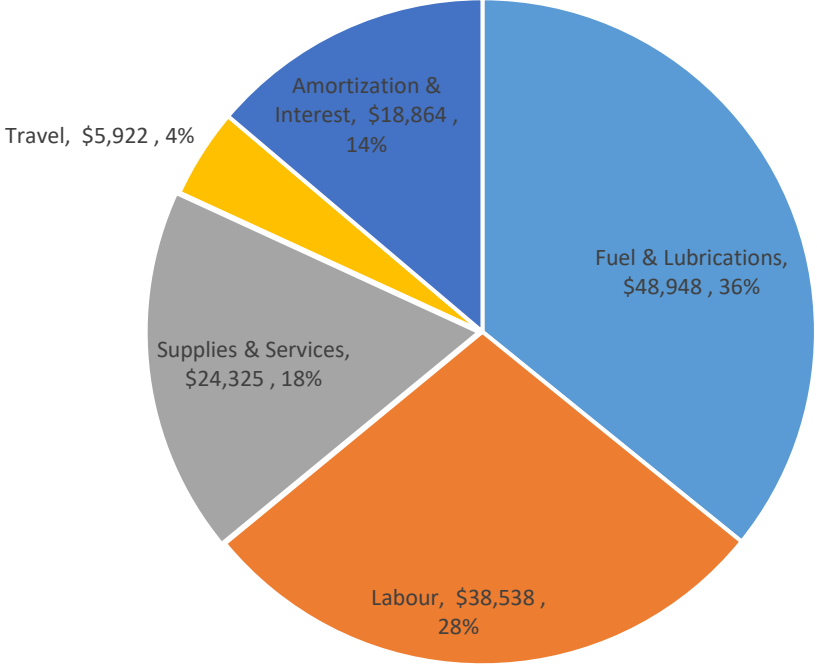
Appendix A - 2022-2023 Capital Budget

Community	Description	Budget FYE 2023
Cambridge Bay	New Power Plant Replacement	
Gjoa Haven	New Power Plant Replacement	
Igloodik	New Power Plant Replacement	
Baker Lake	Genset G4 (1100 kW) Replacement	
Iqaluit	Genset G4 Replacement	
Clyde River	Genset G2 Replacement	
Sanikiluaq	Genset G3 (550 kW) Replacement	
Whale Cove	Substation Upgrade	
Naujaat	Feeder Upgrade F3	
Rankin Inlet	Station PLC & DC Upgrade	
Igloodik	Feeder Upgrade F1, F2 & F3	
Sanirajak	Feeder Upgrade F1, F2 & F3	
Sanirajak	Substation Upgrade	
Grise Fiord	Substation Upgrade	
Sanikiluaq	Transformer Replacement	
Nunavut	LED Streetlight Changeout	
	Subtotal - Generation and Distribution Upgrades	18,216,000
Baker Lake	Automated Meter Reading (AMR)	
Arviat	Automated Meter Reading (AMR)	
	Subtotal - Electrical Equipment Upgrades	1,700,000
Baker Lake	Head Office Building	
Baker Lake	5-Plex Renovations Phase 2 - Apartment Repairs and Upgrades	
Naujaat	Naujaat Fuel Truck Connection	
Kingait	Transient House Upgrade	
Arctic Bay	Arctic Bay Transient Unit replacement	
	Subtotal - Structural Upgrades	4,897,000
Nunavut	IT Hardware Replacement Unidentified Capital Projects	
	Subtotal – Communications, IT Upgrades & Other	1,617,000
	TOTAL GROSS EXPENDITURES	26,430,000
	Arctic Energy Fund (AEF) – Federal Contributions	4,347,675
	Carbon Tax (GN) Contributions	500,000
	Subtotal Government Contributions	4,847,675
	TOTAL NET EXPENDITURES	21,582,325

Appendix B - 2022-2023 Operations & Maintenance Budget

Amounts in '000		Territorial	Qikiqtaaluk	Kivalliq	Kitikmeot	Total
Revenue	Sales of Power	-	72,335	35,577	27,629	135,541
	Sales of Residual Heat		1,021	398	21	1,440
	Other Revenue	8,674	192	72	96	9,034
Total Revenue		8,674	73,548	36,047	27,746	146,051
Expenses	Fuel & Lubricants	-	28,401	12,361	8,186	48,948
	Labour	31,375	8,278	5,154	3,731	38,537
	Supplies & Services	11,276	3,783	2,546	6,720	28,786
	Travel	3,648	1,274	506	494	5,922
	Amortization & Interest	18,864	-	-	-	18,864
Total Expenses		55,163	41,736	20,567	19,131	136,597

Expenditure Budget 2022-23
Amount in '000



BUDGET SUMMARY REPORT 2022-2023

	AMOUNT IN CAD
TOTAL REVENUE	146,015,000
Fuel and lubricants	48,948,000
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GROSS MARGIN	97,067,000
Payroll	38,537,000
Supplies & Services	24,326,000
Travel & Accommodation	5,922,000
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TOTAL OPERATING EXPENSES	68,785,000
EARNINGS BEFORE INTEREST, TAX, DEPRECIATION AND AMORTIZATION	28,282,000
Amortization & interest	18,864,000
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NET INCOME	9,418,000

Appendix C – Employment Summary

Departmental Inuit Employment Targets				
Qulliq Energy Corporation	As at Sept. 30, 2021		For March 31, 2023	
		Capacity %		Capacity %
Total Department Positions	208.4		206.4	
Total Filled Positions	172.4	83%	184.2	89%
Total Vacancies	36	17%	22.2	11%
Total Inuit	96.4	56%	105.2	57%
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		8	
Total Filled Senior-Management Positions	3	33%	8	100%
Total Vacant Senior-Management Positions	6	67%	0	0%
Total Inuit in Senior-Management Positions	0	0%	0	0%
Total Middle-Management Positions	29		28	
Total Filled Middle-Management Positions	19	66%	22	79%
Total Vacant Middle-Management Positions	10	34%	6	21%
Total Inuit in Middle-Management Positions	4	21%	6	27%
Total Professional Positions	99		100	
Total Filled Professional Positions	88	89%	92	92%
Total Vacant Professional Positions	11	11%	8	8%
Total Inuit in Professional Positions	39	44%	39	42%
Total Paraprofessional Positions	45.4		44.4	
Total Filled Paraprofessional Positions	39.4	87%	36.2	82%
Total Vacant Paraprofessional Positions	6	13%	8.2	18%
Total Inuit in Paraprofessional Positions	31.4	80%	35.2	97%
Total Administrative Positions	24		24	
Total Filled Administrative Positions	21	88%	24	100%
Total Vacant Administrative Positions	3	13%	0	0%
Total Inuit in Administrative Positions	21	100%	24	100%

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