

## Foreword

In this document are business plans for the Office of the Legislative Assembly of Nunavut, the ten Government of Nunavut departments and the Nunavut Housing Corporation to support the Government of Nunavut 2004-2005 Main Estimates.

Each business plan is organized into five sections:

- Introduction,
- Environmental Scan,
- Strategic Link to the Bathurst Mandate,
- Core Business, and
- Appendices.

The **Introduction** provides an overview of each department's mission, vision, principles and values as well as a statement on the incorporation of Inuit Qaujimajatuqangit (IQ) in departmental operations together with IQ priorities for 2004-2005.

The **Environment Scan** provides the context, or setting, for the operations of each department. Their clients, challenges – constraints and pressures – and opportunities are described. The Environmental Scan concludes with the Critical Issues for each department – what is critical to keep in mind or do, given the current status and environment, to accomplish its mission.

The **Strategic Link to the Bathurst Mandate** provides an opportunity for departments to describe in general terms how they deliver programs and services in accordance with the principles and guidelines that are set out in the Bathurst Mandate.

The **Core Business** section describes what each department does. Each program is briefly described and relevant budget indicated. For each line of business, a status report is provided on the priorities that were identified for the 2003-2004 fiscal year and new and/or continued priorities are identified for the 2004-2005 fiscal year.

Each of the appendices has a specific purpose. **Appendix I** describes the accounting structure, key departmental roles and provides a financial summary for departmental operations, providing an additional lens for viewing the 2004-2005 Main Estimates, since the Estimates cannot be directly compared with the Core Business sections of the plan.

**Appendix II** describes in specific detail how departmental programs incorporate the principles of the Bathurst Mandate in day-to-day operations.

As well, within the Department of Human Resources plan, **Appendix III** has been added to provide government wide information on staffing.

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## **INTRODUCTION**

The Department of Community and Government Services (CGS) is responsible for programs and services that support Nunavut's communities. CGS provides community development and training for staff, along with programs and funding that enhance each community's capacity to effectively deliver municipal services.

CGS supplies central government services including, contracts, purchasing, records management and property management. It provides Information Technology (IT) and Management (IM) support to all departments. It offers technical services to departments regarding capital construction and is responsible for maintenance of assets.

CGS is also responsible for the electrical and mechanical inspections of buildings, the Fire Marshall's Office, search and rescue services, emergency preparedness and for associated training initiatives.

### **Our Mission**

To work in partnership with municipal governments to enhance social and economic opportunities in self-governing, sustaining communities as well as contributing to Nunavut's economic growth and social well-being by ensuring effective planning, procurement, delivery and operation of government assets.

### **Our Vision**

Healthy communities thriving physically, socially, economically and culturally, in the spirit of Inuuqatigiinni. That all Nunavummiut have access to quality facilities which not only meet their basic infrastructure requirements, but contribute to the culture that bonds them to their communities, while at the same time keeping them in step with the rest of the world through the implementation of the best available technology.

### **Principles and Values**

CGS has adopted a set of principles and values that flow naturally from the ones set out in the Bathurst Mandate. CGS believes that:

- Supporting Inuit Qaujimagatuqangit (IQ) is the context in which we develop an open and responsive department, incorporating traditional activities and values in our programs and services.
- Partnering with community governments and stakeholders is the basis for developing cooperative, working relationships.
- Training and learning promotes healthy, self-governing, sustaining communities by building capacity. This will strengthen Nunavut and allow for increased self-reliance and community empowerment.

- Identifying opportunities for on-the-job training and mentoring of existing staff to improve in-house technical expertise will enhance opportunities for our youth and to increase Inuit employment levels;
- Increasing Nunavut's self reliance by supporting the Nunavummi Nangminiaqqtunik Ikajuuti (NNI Policy) will contribute to the economic development and prosperity of Nunavut.

## **Inuit Qaujimajatuqangit**

The Department of Community & Government Services is committed to the implementation of IQ in the workplace. As a decentralized department, it is incumbent on the department to ensure that IQ is utilized, so that the staff are able to acquire the best of local knowledge. The implementation is not restricted to Inuit nor is it something to be learned just by non-Inuit. It applies to all departmental staff and requires that all utilize IQ in carrying out their responsibilities.

IQ is the knowledge which has sustained Inuit since time immemorial in one of the harshest environments and climates on the planet. That knowledge has application today in all sectors of the mandate of the Department of Community and Government Services. For instance, it is this knowledge which Inuit used to survive in this harsh environment. Following are some examples of how IQ applies to our mandate:

### **Inuit Qaujimajatuqangit Priorities (2004-05)**

- Developing training material for delivery to council members and to municipal staff, which includes IQ and provides opportunities to discuss and suggest ways IQ can be used in their areas of responsibility and decision making. Local people have the best knowledge and understanding of local issues and conditions.
- Applying IQ in the planning, design and construction of various community infrastructures. As a department that is directly involved in the growth and development of various communities throughout Nunavut, it is important and essential that staff are cognizant and respectful of the vast knowledge that can be provided by people at the community level.
- Listening to people knowledgeable of the conditions in the Arctic when developing Search and Rescue (SAR) policies and directives. SAR manuals should include information of the lay of the land, the prevailing winds, how the snow drifts, how waves travel, how strong currents are and where they flow.
- Planning IQ initiatives for staff (land trips, meetings with elders, etc.) that increase knowledge and practice and contribute to a common base of information about IQ and its relevance to the department.

- Providing information sessions on IQ on a regular basis to staff with a particular emphasis on new staff and complete the development of the Staff Orientation Handbook incorporating an IQ section.
- Ensuring that all policies and directives being developed are reviewed by the IQ Advisor and IQ Committee members for appropriateness and modified as required.



## **ENVIRONMENTAL SCAN**

CGS monitors trends, patterns, and issues to ensure that programs and services are responsive, efficient, and effective. The major trends and patterns that will impact the work of the department in the next five years are described below.

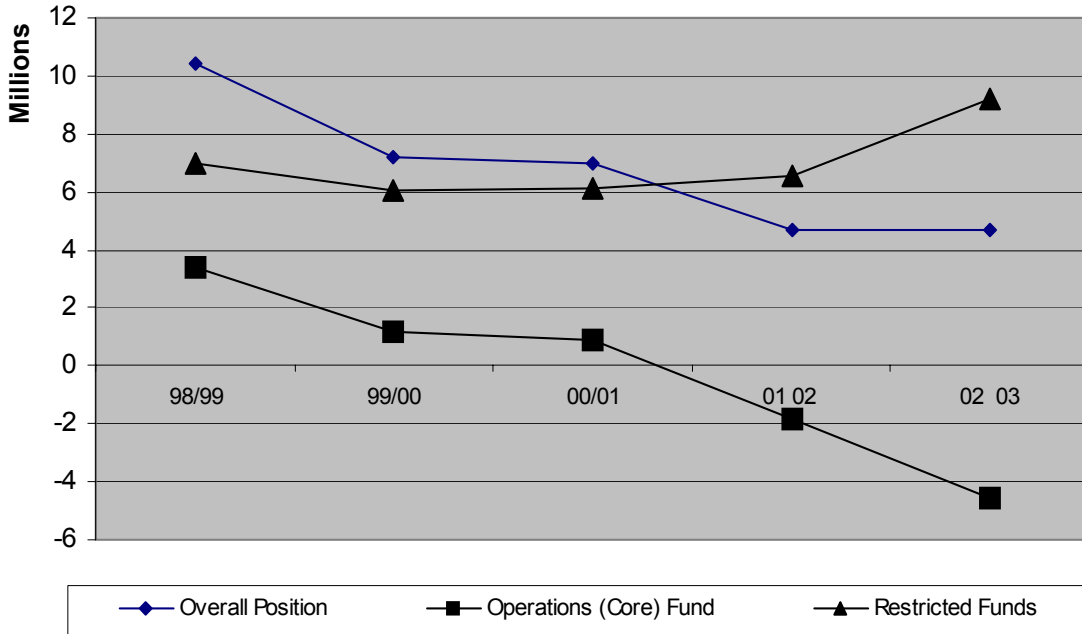
### **Increasing Complexity of Municipal Responsibilities**

Municipal operations have consistently been growing more complex. As programs and services have been added to “core” operations, the associated revenues have been “conditional” or restricted solely to the purpose for which they are provided. Municipalities also face restrictions on the use of water and land revenues and are partially responsible for capital vehicle and equipment replacement.

Funding for core operations is contributed by CGS through the Municipal Operating Assistance Policy (MOAP). In 1997/98 MOAP contributions were frozen and, while CGS was successful in accessing occasional forced growth funds, it wasn't until 2003/2004 that any significant increase was made. Historically municipalities supplemented MOAP with heavy equipment contracts. As capital expenditures declined, these revenues were replaced with service contracts to deliver specific programs. While equipment contracts allowed municipalities to retain surplus revenue, service contracts generally require municipalities to return surpluses and, often, to cover losses.

This has resulted in core operations being frozen or cut back to fund shortfalls in conditional/regulated programs and losses on service contracts. Municipalities have thus been restricted in their ability to consistently deliver or improve programs such as recreation, transportation, solid waste management, by-law enforcement, fire protection, and vehicle and building maintenance.

**Municipal Funding – Core and Restricted**



It is helpful to get an overview of all communities, their diversity in size and some of the most important factors influencing their economic and social situation. The table that follows provides key information on population, operating expenditures, roads, income, age, and unemployment. While all communities are small, there still is surprising diversity given the very small size and isolation of some.

Striking factors are the very young age of the population (47% are less than 20 years of age) and the rate of unemployment which overall is four times the national rate. However, in some communities a significant portion of the adult population is unemployed. This is reflected in the low household median income which, when combined with the very high cost of living in Nunavut, demonstrates the difficulties encountered by many families.

## Profiles of Municipalities

Municipality	2001 Census Population Count*	Mean Temp (Celsius)		Roads (km)	Total Operating Expenditures (In millions)	Median Household Income 2000*	Population Statistics	
		July	Jan.				% of population 0 to 20 years old (2001)*	Real Unemployment Rate (2001)*
Arctic Bay	646	H 7.4 L 2.5	H -26.1 L -32.1	7.3 (+32)	2.88	41,472	53.4	26.4
Arviat	1,899			20.65	5.65	36,864	53.4	41.0
Baker Lake	1,507	H 16.7 L 6	H -28.7 L -35.8	22.16	11.75	30,720	46.8	25.5
Cambridge Bay	1,309	H 13.8 L 5.6	H -26.4 L -33.8	19.5	6.4	51,456	43.2	17.5
Cape Dorset	1,148	H 11.2 L 3.5	H -21.7 L -28.3	20.8	10.79	36,480	49.2	28.1
Chesterfield Inlet	345			12.0	2.47	40,192	49.3	29.3
Clyde River	785	H 8.2 L 0.6	H -24.2 L -31.9	8.50	2.95	44,160	52.2	26.7
Coral Harbour	712	H 13.9 L 4.6	H -25.8 L -34.1	21.8	3.87	32,512	53.4	19.3
Gjoa Haven	960	H 13.8 L 5.6	H -26.4 L -33.8	14.0	8.08	31,968	50.0	41.6
Grise Fiord	163			3.4	1.59		55.2	19.6
Hall Beach	609	H 9.4 L 2.8	H -27.8 L -35.7	5.1	5.35	34,688	52.5	37.3
Igloolik	1,286	H 10.7 L 3.3	H -27.2 L -34.2	10.1	3.88	35,904	51.7	35.4
Iqaluit	5,240	H 11.6 L 3.7	H -22.5 L -30.6	23.0	16.00	69,650	36.1	9.8
Kimmirut	433			8.2	2.24	42,496	49.7	20.3
Kugaaruk	605	H 9.7 L 2.9	H -29.7 L -35.6	5.0	6.37	47,488	52.9	19.7
Kugluktuk	1,212	H 13.8 L 5.6	H -26.4 L -33.8	17.0	6.40	39,552	45.0	28.5
Pangnirtung	1,276			14.3	4.44	35,968	47.4	31.1
Pond Inlet	1,220	H 9.8 L 2.1	H -28.8 L -35.9	13.0	3.88	41,632	54.1	31.8
Qikiqtarjuaq	519			7.86	3.74	30,114	43.4	46.8
Rankin Inlet	2,177	H 14.9 L 5.9	H -28.3 L -35.5	23.44	4.76	54,997	44.3	16.2
Repulse Bay	612			10.8	3.83	39,168	57.2	32.3
Resolute Bay	215	H 7.1 L 1.4	H -28.8 L -35.9	15.0	1.67		41.9	6.9
Sanikiluaq	684			9.0	3.28	37,696	51.2	41.5
Taloyoak	720	H 11.5 L 3.2	H -29.7 L -39.3	11.0	7.2	36,096	50.7	29.3
Whale Cove	305			13.0	2.58	30,230	52.5	25.0

\* Government of Nunavut – Bureau of Statistics

- Median Household Income – the median is the value for which one half (50%) of the observations will lie above that value and one half will lie below that value.
- Real Unemployment Rate – the percentage of the labour force that was unemployed according to the following definition of unemployment: persons available for work during the week prior to the survey who: (1) were without work and have actively looked for work in the previous 4 weeks or had not looked for work because they perceived no jobs to be available: (2) has been on temporary layoff: or (3) had definite arrangements to start a new job within the next 4 weeks.

## **Community Infrastructure**

In supporting our people and communities, we must also invest in the infrastructure people need to live healthy and productive lives. In the case of (CGS), investment into infrastructure is required in several key sectors including, but not limited to, water and waste, transportation, fire protection, municipal administration and capital infrastructure.

Substantial investments are needed in water and waste systems in Nunavut. A recent agreement with Canada, which provides \$20 million under the Strategic Infrastructure Fund (SIF) program for water and sewage systems helps, but the need is still large. The capital and operating cost of providing water and sewer services to homes in the Arctic is 125 times more than that in southern Canada and represents the largest utility cost in Nunavut (46 %)—more so than electricity and heating. Additional investment is required in newer technologies for collection, distribution and treatment systems to reduce the high cost of maintaining a clean water supply.

Sewage systems present particular difficulties. Our sewage lagoons are currently experiencing a 65 % failure rate. In most cases, the lagoons were not designed to handle current demand. Waste management in communities is no better. Recycling programs are almost non-existent and are cost-prohibitive due to high shipping costs. An important goal for the Government of Nunavut is the establishment of safer and healthier water and waste management practices throughout the Territory, based on technologies that are effective in permafrost and Arctic conditions.

With the loss of several buildings in 2002/03, the need for enhanced protection services was highlighted. While Protection Services also includes training, local resources, public awareness and education in terms of fire safety as outlined in the Nunavut Fire Protection Strategy, the department must support our communities and provide the necessary fire protection infrastructure to fight fires. Needs range from adequate fire halls, to fire trucks, to equipment to fight fires. In some larger communities, fire protection infrastructure may also include central storage of water.

Communities must develop the administrative capacity to allow them to become more self-reliant and encourage economic growth and require administrative buildings such as hamlet offices and spaces for parking and maintaining a fleet of municipal equipment required for the delivery of water and removal of wastes. Existing facilities are basic and continue to hinder growth.

Lastly, recreation facilities are multi-purpose facilities where community members work, gather and celebrate. The facilities, built in the 1980's, are now aging and evolving building code issues, coupled with the tremendous population growth, is placing significant demand on the existing infrastructure.

Overall, Nunavut faces a serious infrastructure deficit in terms of aging and inadequate infrastructure.

### **A Short Construction Season**

Nunavut's short construction season, with its timelines tied to the sealift, results in a limited window of opportunity for the approval of projects, the tendering of contracts and the shipment of materials each year. A number of communities receive only one sealift delivery each year, usually very late in the summer. Examples being:

<b>Community</b>	<b>Delivery in Community, 2003</b>
Qikiqtarjuaq	September 18/19
Clyde River	September 15/16
Grise Fiord	August 29
Pond Inlet	September 1/3

### **Global Markets**

As in other parts of Canada and countries throughout the world, fuel prices in Nunavut are dependent on the price of crude oil on world markets. Due to the high world price of crude oil in recent years, measured in US dollars, as well as the unpredictability of the US-Canada exchange rate, the cost for the purchase and transportation of fuel for distribution in Nunavut increased dramatically in previous years. However, recent contracts for the purchase and delivery of fuel have improved the general outlook considerably.

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

The centralization of the procurement function from departments, boards and regions has made it challenging to deliver these services with current resources. In addition, the limited number of contractors that bid on GN contracts restricts the viability of tender and request for proposal (RFP) processes.

### **Recruiting, Retaining and Training Staff**

The GN has experienced difficulty in recruiting and retaining qualified staff, particularly in technical fields where competitive job markets offer attractive salaries, benefits and professional development opportunities. This has resulted in the need for existing staff to take on increasing workloads with challenging timelines. Therefore, CGS is trying to identify innovative ways to recruit and retain quality staff, including involvement in the career development of Nunavut's young population to highlight

opportunities for future employment within the department. To heighten young Nunavummiut awareness of GN careers, the department has developed an in-depth presentation that will be presented to community high schools whenever a departmental employee is in that community as a result of related work.

## **Human Resources**

CGS has worked with various departments and within the Government's Inuit Employment Planning (IEP) Committee to develop a strong and achievable Inuit Employment Plan. In promoting the work of the Committee, the department has set target obligations for all categories of positions and promoted this need with all senior staff. This has resulted in an increased awareness of the need to recruit and retain Inuit staff.

The department has identified several initiatives to help attract and retain Inuit staff. Factors including a strong appreciation and implementation of IQ in the workplace, a focus on promoting staff training and development, and development of employee centered work plans that are designed to prioritize people first and cater to the needs of an Inuit workforce should assist with this goal.

CGS is a strong and primary advocate of the Management Development / Sivuliuqtiksat Program identified to develop Internship opportunities with support and funding by Human Resources. It is hoped the department will move to the next Intern phase where potential internal funding resources might be used to support several additional Senior/Middle Management Internships.

## **Municipal Training Organization (MTO)**

During the past five years, training opportunities for municipal staff were limited. This placed an increased burden on Senior Administrative Officers and Finance Officers, the majority of whom are hired from outside the community. The result has been a high rate of turnover in these positions, often leading to inconsistent financial management and program delivery.

The MTO was incorporated in February 2003 in response to recommendations of a joint CGS and Nunavut Association of Municipal Administrators working group. The mandate of the organization is to identify community staff needs, provide training and to encourage the use of best practices – with the goal of continuous performance improvement in municipal operations.

Based on the Municipal Training Needs Assessment, the MTO delivered 47 training events for over 470 participants between March and December 2003. Training was provided in Management, Recreation, Land Administration, Municipal Works, Finance, Emergency Services, Workplace Safety and Computers.

The MTO also published the first annual Nunavut Municipal Performance Measurement Report. The report documents and compares performance in over 40 areas of municipal responsibility. By the end of FY 2003/04, the Municipal Knowledge Network website will be complete. This site will link all Nunavut municipalities and provide templates/sample documents, access to technical support personnel, discussion groups and ultimately, on-line training.

### **Nunavut Fire Protection Strategy**

General public safety needs coupled with dramatically increasing costs for fire Insurance coverage for Nunavut communities require the development of an enhanced fire protection capability. Insurance premiums tripled again during the period 2000/01 to 2003/04. The ability of Nunavut communities to be able to continue to affordably maintain liability premium coverage has become a major NAMIX issue. In response, the Nunavut Association of Municipalities Insurance Program was created in 2003. This is a self-insurance program involving all communities with the support of the GN. It has substantially reduced the cost of insurance for municipalities.

The long-range key to protecting communities and reducing insurance costs is a comprehensive Loss Prevention Program. The Fire Protection Strategy, developed after substantial consultation, is a substantial element of the overall program. Community support and a strong involvement with the Fire Protection Strategy are needed to enhance community fire prevention ability. This will provide a major step to address current shortfalls in the ability to effectively meet all identified fire protection needs.

The Fire Protection Strategy identifies several critical issues affecting further development of community fire prevention and response and describes how these issues should be addressed. The issues include:

- Training.
- Integrating fire protection with development in communities.
- Improving fire protection infrastructure.
- Monitoring & evaluation including statistical reporting.
- Public Fire Safety & Intervention Programs, enforcing codes & standards.
- Inuit staffing recruitment.

Work is proceeding through NAMIX and with the communities to implement the Strategy.

## **Critical Issues**

The department faces several critical issues with associated challenges and opportunities that impact on the accomplishment of its mandate, including:

- Government revenue does not meet population-driven demands.
- Government decentralization is increasing demand on municipal services.
- Basic infrastructure at the community level places a strain on CGS's capital budget.
- Increasing maintenance costs for systems, services and aging infrastructure.
- Supporting inter-departmental efforts regarding suicide prevention.
- The need to develop new regulations, policies, procedures, guidelines and developing and implementing critical information systems.
- Protecting capital assets such as schools.
- General GN financial limitations.
- Implementing the NNI Policy.



## **STRATEGIC LINK TO THE BATHURST MANDATE**

The department has identified priorities that relate specifically to the four overall Bathurst Mandate goals:

### **Healthy Communities**

- Develop additional individual community capacity plans and implement community development and training initiatives.
- Promote search and rescue societies and training to enhance a communities ability to respond.
- Cooperate with the Nunavut Association of Municipalities (NAM) to institute a comprehensive loss prevention program to support the implementation of NAMIX.
- Monitor financial status of communities and assist in implementing deficit recovery strategies.
- Review funding for MOAP and the Water/Sewage Program.
- Develop a capital asset program.

### **Simplicity and Unity**

- Make IQ the context in which we develop an open, transparent and responsive government.
- Review structures and bring forward proposals that will enhance efficiency without reducing needed services.
- Write and maintain simple and understandable policies.
- Streamline land review and registry.

### **Self-Reliance**

- Work with NAM to create new municipal legislation that will respond to the need for local options and opportunities for governance.
- Cooperate with other departments and NAM to develop a comprehensive approach to capital planning based on priority needs and strategic implications and take advantage of Canada funding programs.

## **Continuing Learning**

- Implement community development and training initiatives.
- Continue to identify trainee positions for Inuit employees to assist them in acquiring the necessary experience for eventual advancement.
- Promote search and rescue societies and training to enhance their ability to respond.
- Encourage CGS employees to visit schools and inform students of the many possible careers within the GN.

## CORE BUSINESS

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

	<b>Budget (\$000)</b>	
	<b>2003-04</b>	<b>2004-05</b>
Advisory and Administrative Services	7,884	8,169
Community Support Services	8,424	8,839
Government Services	39,799	34,886
Municipal Transfer Payments	35,222	35,068
Protection Services	2,906	2,762
Technical Services	17,672	19,065
Petroleum Products *	0	0
<b>TOTAL</b>	<b>111,907</b>	<b>108,789</b>

\* Petroleum Products Division does not appropriate funding, as it functions through a revolving fund

### Advisory and Administrative Services

Advisory and Administrative Services provides information and support to the Minister's office and provides policy and communications support to the senior staff. In addition, it provides financial management, accounting and administration services for headquarter and regional operations. Advisory and Administrative Services also includes the Regional Directors who coordinate program and service delivery to community governments.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Directorate</b>		1,264	1,328
Consists of the Deputy Minister's Office, Assistant Deputy Minister's Office as well as special advisors. Provides senior support to the Minister's office.			
<b>Policy &amp; Planning</b>		490	480
Provides policy and communications support for the department and Minister. Implement the "new" NNI Policy			
<b>Corporate Services</b>		4,475	4,627
Provides financial management, accounting and administrative services for the department.			

**Regional Offices** 1,655 1,734  
Coordinates program and service delivery to communities through regional offices.

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**Total, Advisory and Administrative Services** 7,884 8,169

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**Priorities (2003-04)**

- Complete amendments to draft legislation and finalize passage of new municipal statutes.

**Status:** *Completed and proclaimed. A Municipal Legislation amendments communications strategy was completed and information packages provided to communities.*

- Completed policies and procedures review related to community legislation.

**Status:** *In the past year the following policies were revised and approved:*

- *Community Based Search and Rescue;*
- *Community Development Funds;*
- *Community Empowerment Contributions;*
- *Training;*
- *Grants in Lieu of Property Taxes.*

- Improve the recruitment, training and mentoring of Inuit to increase employment and retention in all program areas of the department.

**Status:** *The department has one intern under the Sivuliuqtiksats Program and has used internal mentoring strategies for other positions. The MTO has provided training that supports the aims of several divisions.*

- Increase the communication of programs to the communities and general public.

**Status:** *Information on the Fire Protection Strategy was distributed to communities and workshops held with representatives from all communities. Water and land safety information and posters were distributed to communities. Volunteer recognition awards were made in each region and publicized.*

**Priorities (2004-05)**

- Legislative Review and amendments to the Fire Prevention Act and the Planning Act;
- C&GS will revise and update department policies as needed, promote department policies and legislative amendments within Nunavut communities as required; and
- C&GS will coordinate the development of a GN-wide infrastructure strategy.

## Community Support Services

Community support services develop community capacity through partnerships and training programs for elected officials and municipal staff. It assists communities with program and service delivery through monitoring and evaluation. It also includes consumer protection through public awareness and information campaigns, and the licensing of lotteries and businesses.

Planning and Lands is responsible for Commissioner's Land administration in accord with the Nunavut Land Claims Agreement, providing and monitoring community planning activities and providing property assessment services for all lands within Nunavut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Community Development</b>		3,200	2,763
Responsible for developing and assisting community development initiatives for municipalities.			
<b>Municipal Training Grant</b>		200	170
To facilitate the development and provide delivery of Municipal Training Initiatives in Nunavut			
<b>Community Development Fund</b>		1,622	1,050
Supports community based capacity development in program management and delivery, self-monitoring and self-evaluation through training and development initiatives.			
<b>Community Planning &amp; Lands</b>		2,783	2,674
Responsible for community planning, mapping, property assessments and monitoring of land administration.			
<b>Consumer Affairs</b>		201	227
Provides consumer protection services and lottery and business licensing.			
<b>Senior Citizen and Disabled Persons Tax Relief</b>		20	20
Designed to provide tax relief for municipal tax authorities.			
<b>Nunavut Association of Municipalities</b>		135	135
Financially assists the association representing Nunavut municipalities.			
<b>Nunavut Leader's Forum Funding</b>		150	100
Facilitates Leadership meeting in Nunavut.			

**Municipal Extraordinary Assistance Program** 113 0

Provides extraordinary one-time financial assistance to local governments for extraordinary circumstances such as deficit recovery planning.

**Community Asset Protection Program** 0 1,700

Provides a contribution for the Municipal Insurance Exchange to assist to offset the 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.

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**Total, Community Support Services** 8,424 8,839

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**Priorities (2003-04)**

- Complete three community capacity plans with municipalities who volunteer to take the lead on this community empowerment initiative.  
*Status: This past fiscal year no requests for the development of a capacity plan were received from any Nunavut municipality. Four municipal evaluations, which are a prerequisite of capacity plans, were completed.*
- Expedite departmental community development initiatives.  
*Status: The Municipal Training Organization (MTO) was created.*
- Implement deficit recovery strategies with affected communities.  
*Status: C&GS completed four complete municipal evaluations and implemented deficit recovery strategies with affected communities.*
- Implement the financial reporting, evaluation and monitoring system in at least five communities.  
*Status: The financial reporting, evaluation and monitoring system was implemented in five communities.*
- Consult with communities and provide broad access to the revision of the five-year capital plan and inventory for each community.  
*Status: Consultations were held with communities and broad access to the revision of the five-year capital plan and inventory for each community was provided.*
- Review land administration and land registry with the Department of Justice, to modify, streamline and simplify the process.

**Status:** *A Land Administration Working Group was formed and is continuing to have periodic meetings with Justice to review land administration and land registry. The Working Group prepared an issues paper on land administration and registry.*

- Work with the Nunavut Association of Municipalities (NAM), to advance community operating and capital needs with the federal government.

**Status:** *Work continued with the NAM, to advance community operating and capital needs with the federal government.*

### **Priorities (2004/05)**

- As part of the review of land administration and land registry, CGS will work with the Land Administration Review Working Group to develop a strategy for resolving inconsistencies in the administration and control of land within Iqaluit
- As part of simplifying the land administration process at the community level, a Community Land Administration Procedures Manual will be prepared.
- CGS will continue the support and development of the Municipal Training Organization (MTO) while continuing to develop a cooperative framework with Nunavut Arctic College to increase training and capacity for Nunavut's Municipal Workforce
- Develop individual community capacity plans and support community development and training initiatives.
- Lead the development of a long-term, comprehensive infrastructure development and facility management strategy.
- Development and implement a communication plan regarding consumer affairs programs and services.

### **Government Services**

Services provided to other government departments include Informatics, records management, property services, utilities management, contracts and procurement.

Informatics Planning and Services provide accurate and secure data collection, storage, processing and retrieval using computers, networks and telecommunications services for all Government of Nunavut departments and agencies. Informatics Technology (IT) Services includes the development, delivery and support of the Government's information technology infrastructure throughout the Territory.

In addition to these technology services, an Information Planning Section provides policy and data classification standards for the Government's Information Management responsibility in all departments. Working closely with Records Management, this

ensures that Government-wide information policy, planning and evaluation use best practices for efficient management of information.

The department manages the GN's inventory of owned and leased facilities and is responsible for utilities management. It also provides GN wide contracting and procurement services.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Voice Systems (Telephone)</b>		4,077	2,866
Provides the Government of Nunavut with voice communication services including installation, maintenance, support and administration of telephone and facsimile transmission services			
<b>Information Systems (Systems)</b>		14,936	13,244
Provides all Government of Nunavut departments with a shared source of development, procurement, operations and support for the computer hardware and software application systems needed to collect, process and retrieve information as authorized by the Government's citizen-centred services and programs. Accomplishes this through a network of satellite communications, computer servers, applications software and user workstations, coordinated through a shared Helpdesk support system.			
<b>Information Planning (Policy and Standards)</b>		1,117	866
Comprises the development, in co-operation with GN departments, agencies and crown corporations, of policies, standards and procedures concerning information management throughout GN.			
<b>Property Services</b>		11,023	9,927
Provides professional and management services required to plan, develop and implement government accommodation and program delivery facility plans through tenant improvement projects and allocation of space. Provides negotiation, documenting, administration and payment of office accommodation lease agreements. Prepares and maintains a database of office space in Nunavut and allocates or obtains office space to meet the needs of the department's program delivery requirements. Administers acquisition and disposal of real property assets.			
<b>Utilities Management</b>		6,304	6,525
Acts as administrator for the management, administration and payment of all utilities charges and to review, report and react to any irregularities concerning utility consumption. To provide utility services to meet the needs of our clients and to promote conservation of non-renewable resources.			



<b>Contracts</b>	506	288
Provides expertise in the preparation of major and lesser value and contractual obligations for a variety of activities including, construction, freight, consulting services, for all government departments.		
<b>Procurement</b>	945	341
Provides centralized purchasing services for all government department's goods and service requirements. Manages the procurement of a wide range of goods and provides expertise in contracting and financial procedures of this operation.		
<b>Records Management</b>	391	329
Develops policies, procedures and guidelines on records management issues. Coordinates the implementation of records management standards throughout the Government of Nunavut. Oversees, maintains and implements Administrative Records Classification System (ARCS) and Operational Records Classification systems (ORCS). Manages three record centers across Nunavut in Iqaluit, Rankin Inlet and Cambridge Bay.		
<b>Qulliq Energy Corporation Transition Contribution</b>	500	500
An initiative to assist to ensure smooth transition of Petroleum Products (PPD) to Qulliq Energy Corporation (QEC).		
<b>Total, Government Services</b>	<b>39,799</b>	<b>34,886</b>

**Priorities (2003-04)**

- To conduct a five year review of core telecommunications and server administration efficiency and to migrate the core infrastructure operating system from MS-Windows NT to the newer MS-Windows 2000/XP.  
**Status:** *This project has reached the substantial completion phase*
- To extend Nunavut telecommunications and computer services to all communities, including non-Decentralization communities, as part of the Nunavut External Bandwidth Initiative, in cooperation with various departments, agencies, partners and external suppliers of bandwidth.  
**Status:** *The Canary project is up and running and is about 50% completed.*
- To extend upgrading and support of the telecommunications and computer services infrastructures of the former Boards of Education and Health Boards to all Nunavut communities, including non-decentralized communities.  
**Status:** *Internet and email capabilities are available in all of the health centers*

- To begin a five year review and a program to improve computer applications for the delivery of key GN services, including Income Support, Health Insurance, Human Resources, Payroll and core financial management systems.

**Status:** *Current year software projects have been delivered on time and on budget.*

Income Support: *Budget analysis has been completed and ready to begin software analysis.*

Health Insurance: *This software package is substantially completed.*

Human Resources: *The data conversion is currently being completed.*

Payroll: *At the request of the Department of Education, deployment of this package is being delayed until October 2004, due to teacher hiring schedules.*

Financial Management Systems: *The targets have been completed and currently planning the next phase of additional software improvements.*

- Drafting of an initial Information Policy framework, and establishing standards, and procedures for information management and related legislation.

**Status:** *Preliminary research begun.*

- Review program service delivery priorities and department business needs related to information management, and identify software tools required to support effective Information Management in the GN.

**Status:** *Research and analysis ongoing.*

- To develop a consistent approach to maintenance across Nunavut.

**Status:** *Held the first Facilities Management Conference involving GN Facility Management and Maintenance approach across the territory. The conference helped develop a consistent approach to maintenance across Nunavut.*

- To conduct Records Management training.

**Status:** *Completed over 40 training sessions in ARCS and iRIMS systems.*

### **Priorities (2004-05)**

- Review information management capabilities and priorities in the GN and develop a strategic plan to assist all departments;
- Develop and implement policies, standards and procedures to ensure an efficient and reliable information management environment, appropriate use of information, and to facilitate future program development for all departments.
- Continue developing a common data gateway and XML applications that allow different government programs to communicate with each other, with the Core

GN Financial System, and with provincial, territorial and federal service delivery partners;

- Complete the five year review of core telecommunications and server administration efficiency and to migrate the peripheral workstation infrastructure operating system from MS-Windows NT to the newer MS-Windows 2003/XP;
- Extend Nunavut telecommunications and computer services to all communities, including non-Decentralization communities, as part of various External Bandwidth Initiatives, in cooperation with the Department of Economic Development and Transportation, the Department of Education, and various other departments, agencies, partners and external suppliers of bandwidth;
- Complete the transition and upgrade of the telecommunications and computer services infrastructures of the former Boards of Education and Health Boards in all Nunavut communities, including non-decentralized communities;
- Extend the Government's use of video conferencing in order to reduce travel costs associated with regular GN business meetings; and
- Continue a five year review of major computer applications and develop improved systems for the delivery of key GN services, including Income Support, Health Insurance, Human Resources, Payroll and core financial management systems.
- Develop and implement a comprehensive Maintenance Management Operating System that will be made available to maintenance personnel in the Government of Nunavut and others that deal with the maintenance and upkeep of Government of Nunavut assets. This tracking system will supply essential data and statistical information in pursuit of a safe and healthy work environment for Government of Nunavut employees.
- Enter into negotiations to transfer the responsibility of the Rankin Inlet utilidor to the municipality, to provide increased service to the people of the community. This will be done in two phases, the first being the transfer of the billing and collections responsibilities and the second phase will be the entire maintenance and ownership of the system.
- Develop and Implement the Government wide Records Management System.

## Municipal Transfer Payments

Municipal Transfer Payments provide direct financial assistance to communities in Nunavut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Municipal Operation Assistance Policy</b> Enables & assists community governments to deliver municipal programs and services.		24,501	25,463
<b>Water &amp; Sewage Funding Program</b> Provides funding to municipalities to offset the cost of water the cost of water delivery and sewage removal services to local residents and ensures that communities provide a reasonable level of water delivery and sewage removal services without undue hardship being placed on consumers.		5,071	5,071
<b>Grant in Lieu of Taxes</b> Ensures fair compensation to municipal government municipal services available to the GN.		1,020	1,020
<b>Equalization Grant</b> Financially assists municipalities under the municipal taxation authority and to reduce the tax burden on residents for the provision of municipal services.		768	614
<b>Community Transfer Initiative</b> Funds the transfer of responsibilities, functions and resource from various GN departments to municipalities.		2,900	2,900
<b>Government Liaison Officers</b> Provision of government support services at the community level. <sup>1</sup>		962	0
<b>Total, Municipal Transfer Payments</b>		<b>35,222</b>	<b>35,068</b>

### Priorities (2003-04)

- Complete the review of the municipal transfer payment policies and examine program-funding levels.

**Status:** *A review of the municipal transfer payment policies was completed and culminated in a revised formula that better matches funding to municipal needs.*

<sup>1</sup> Funding is restated to Municipal Operation Assistance Policy to better meet community needs.

**Priorities (2004-05)**

- The department will monitor the financial health of Nunavut municipalities and assist deficit communities increase capacity by implementing sustainable recovery plans;
- Develop recommendations to improve the MOAP and water/sewage funding formulas; and
- Work with Cape Dorset to complete the revision and update of their CTI and explore interest in other communities.

**Protection Services**

Protection Services is responsible for the Office of the Fire Marshall and the Emergency Measures Organization (EMO). Utilizing the *Fire Prevention Act*, *Civil Emergency Measures Act* and various Federal Legislation, Nunavut Emergency Management (NEM) provides guidance and response to all Territorial Emergencies. These services also include inspections of building plans and facilities to ensure they comply with various fire safety and mechanical/electrical codes.

Training opportunities are provided to volunteers who, in turn, provide emergency and firefighting services throughout Nunavut. Development of Nunavut Specific Training and Emergency Planning has produced effective programs to assist in the response of all emergencies. Additional duties include the responsibilities for Transport Canada Dangerous Goods and “Marine Safety Legislation. Inspection services are provided to the public and private sectors.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Emergency Management Organization</b>		1,089	710
Provides overall advice, guidance, and ensures compliance with mandatory territorial and federal legislation and policy regarding emergency management. Responsible for emergency preparedness plans and provides assistance to Nunavut communities in creating their own plans.			
<b>Fire Training &amp; Equipment</b>		224	99
Ensures the provision of basic essential fire fighting training and equipment for municipal fire fighters in Nunavut.			
<b>Fire Marshall’s Office</b>		580	941
Provides inspections and enforcement of the applicable Acts and Regulations including the <i>Fire Prevention Act</i> , <i>National Building Codes</i> , <i>National Fire Codes</i> , <i>Cities Towns and Villages Act</i> , and <i>Hamlets Act</i> .			

<b>Inspection Services</b>	1,013	1,012
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Provides the private and public sectors with electrical, elevator and boiler services, including plan reviews, on site inspections, electrical and boiler code consultations and the enforcement of the relevant regulations and Acts.

<b>Total, Protection Services</b>	<b>2,906</b>	<b>2,762</b>
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#### **Priorities (2003-04)**

- Establish and fund Search and Rescue (SAR) societies in communities and assist with their development and training.

**Status:** *The Nunavut SAR Society was incorporated in 2003. Twenty communities have responded with 7 filing with the Registrars Office. Marine Based SAR Groups were established throughout Nunavut to deliver training programs specific to the Marine Environment. Twenty community based marine response units (Canadian Coast Guard Auxiliary) were created.*

- Improve fire protection programs and systems.

**Status:** *The “Nunavut Fire Strategy” was developed and approved by Cabinet for the growing needs within Nunavut. The strategy was introduced to communities at workshops in the fall and training continues. Community based instructor programs in Marine SAR, Ground SAR, and Fire Fighting Services were created.*

- Deliver awareness campaigns to help reduce fatalities, injuries and property damage related to accidents.

**Status:** *Awareness campaigns have been designed to help reduce fatalities, injuries and property damage related to accidents. Seasonal awareness brochures, posters, newspaper ads, and radio & television ads were used throughout the year to create public awareness in all areas of emergency preparedness. Schools, special interest groups, and others were target groups for specific awareness programs on Fire Safety and General Emergency Preparedness. Community based Advanced and Medic Level First Aid Training was introduced.*

#### **Priorities (2004-05)**

- Implement the Nunavut Fire Prevention Strategy to meet the needs of communities;

- CGS will continue developing Nunavut specific emergency response training, including the creation of a nationally accredited Maritime Certification Program for Nunavut emergency responders;
- Conduct training and public awareness programs focusing on fire safety, water/ice safety and extreme weather safety; and
- Expand the Fire Preventions in Schools program to include all forms of vandalism.

## Capital Planning and Technical Services

Capital Planning supports community governments with complete lifecycle management of municipal infrastructure. This includes capital funding allocations, monitoring for compliance with relevant public health, safety and environmental standards and regulations during the design, construction, operation and maintenance of all municipal infrastructure.

Capital technical support is provided to client departments through the preparation of Technical Status Evaluations of existing facilities recommendations in support of upgrading existing facilities or new construction. The section also provides evaluation of the designs by ensuring plan and specifications are within National standards and guidelines.

The services ensure adequately designed facilities to meet the harsh and demanding conditions of the north, provide effective planning and project implementation to support government programs, implement effective common key performance measures for owned infrastructure to improve planning and priority setting, develop measurement tools for analysis and tracking of maintenance projects in owned and supported facilities. This branch is also responsible for building maintenance and the Regional offices.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Capital Program</b>		2,253	2,737
<b>Project Support Services</b>		780	812

Responsible for the development of the department Five Year Capital Plan, an essential component in fulfilling lifecycle management requirements for municipal infrastructure.

Supports the Capital Planning Process through the preparation of a project brief that is the foundation for supporting the Clients Program Delivery Needs. The project brief describes cost estimates, scheduling, site selection and life cycle costs. Project Support also provides continuing support to the Regional Project Staff through the construction phase until completion.

**Regional Project Management** 2,803 2,784

Provides the regional delivery of the projects, manages the process, budget schedule, scope, quality and risk of project implementation. Administers the contracts with Architects and Engineering consultants and construction contractors. Authorizes expenditures, changes and reports the physical and financial status to the client and community.

**Building Maintenance** 11,836 12,732

Operates and maintains government leased and owned facilities on behalf of client departments for their program delivery operations, through general maintenance, emergency maintenance and minor works projects.

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**Total, Technical Services** 17,672 19,065

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**Priorities (2003-04)**

- Provide on-going technical expertise, interpretation of *Technical standards and Guidelines* and support to all our clients, staff and communities.  
**Status:** *This initiative has begun and is currently on-going.*
- Expand inspections of existing facilities to ensure compliance with building/mechanical and electrical code standards.  
**Status:** *This initiative has begun and is currently on-going.*
- Develop databases for Building Project Data and Consultant Performance Evaluation Reports.  
**Status:** *This initiative has begun and is currently on-going.*
- Complete up-dating the GN inventory of assets database. In addition, finalize the regional consistency in Material and Maintenance Operational System, which will link to the GN Asset Inventory and will be used in all three regions to control maintenance of GN Assets.  
**Status:** *This initiative has begun and is currently on-going.*
- Participate on the Facilities Risk Management Committee in the on-going efforts to reduce risk and decrease insurance for GN assets.  
**Status:** *This initiative has begun and is currently on-going.*

**Priorities (2004-05)**

- CGS will continue to provide on-going technical expertise, interpretation of Technical Standards and Guidelines and support to all our clients, staff and communities



- GN-wide technical standards for infrastructure and managing the GN's inventory of owned/leased office facilities and space allocation will be enhanced.
- An updated user-friendly contract procedures manual will be completed.
- Inspections of existing facilities to ensure compliance with building/mechanical and electrical code standards will be expanded.
- Databases will be developed for: Building Project Data and Consultant Performance Evaluation Reports. The data contained in these databases will be obtained from regional offices, which will provide an effective source of reference for management, particularly in Capital Planning initiatives.
- CGS will participate on the Facilities Risk Management Committee in the ongoing efforts to reduce risk and decrease insurance for GN assets.

## **Petroleum Products**

PPD acquires, transports, stores and distributes petroleum products to those communities in Nunavut that are not serviced by the private sector. The division ensures that petroleum products are stored and distributed in an effective, efficient and environmentally responsible manner.

PPD is responsible for cost effective supply and delivery of fuel products to the Nunavut communities in a safe, efficient and environmentally responsible manner

PPD will work with other departments and agencies to meet the recommendation of the Ikuma II Report, devolving the PPD, which will associate with the Nunavut Power Corporation under the aegis of an independent Board.

### *Revolving Fund*

The PPD of the Department of CGS has the responsibility for the supply and transportation of petroleum products in 27 communities in Nunavut where the private sector does not provide these services. The Financial Management Board (FMB) has the authority for establishing the retail price in these communities. Any changes in retail prices must be submitted to the FMB for approval.

PPD operates under the *Petroleum Products Revolving Fund Act* (PPRF), with an authorized limit of \$75 million (to be increased to \$90 million). The program's operating costs are financed through a Revolving Fund that provides the resources to purchase and distribute the fuel consumed annually in the communities.

PPD is required by the PPRF Act to recover advances from the Revolving Fund through retail sales. There is also a Retail Stabilization Fund that is intended to protect consumers from yearly fluctuations in costs and minimize the need for regular

adjustments to retail fuels prices. The Fund has a Maximum limit of +/- \$5 million. Accumulated losses greater than \$5 million must be made up through a special appropriation each fiscal year.

**Priorities (2003-04)**

- PPD took extraordinary efforts in obtaining the best quality and price of products by dividing the chain of product delivery into two RFPs, which resulted in different entities providing the service to Nunavut. This is a new and exciting way of doing business and will provide PPD with many challenges in their quest of meeting our goals.

**Status:** This initiative has been completed.

- Work with other departments and agencies to meet the recommendations of the Ikuma II Report, devolving the PPD, which will associate with the Nunavut Power Corporation under the aegis of an independent Board.

**Status:** *On March 04, 2004 Cabinet made a decision to defer transfer of PPD to the Qulliq Energy Corporation (QEC) until April 01, 2005. PPD will continue to work with QEC and the Department of Community & Government Services towards the transition date.*

- Ensure the effective and efficient delivery of fuel products to our customers with emphasis on quality of the product and the timeliness of delivery.

**Status:** This initiative has been completed during the 2003-04 re-supply, PPD will continue the practice during the 2004-05 re-supply season.

- Develop a tank farm cleaning maintenance program

**Status:** *This initiative has been completed.*

- Develop a vehicle replacement program to maximize cost savings to the GN, when costs of repair/maintenance for older, existing vehicles are uneconomic

**Status:** *This initiative has been completed.*

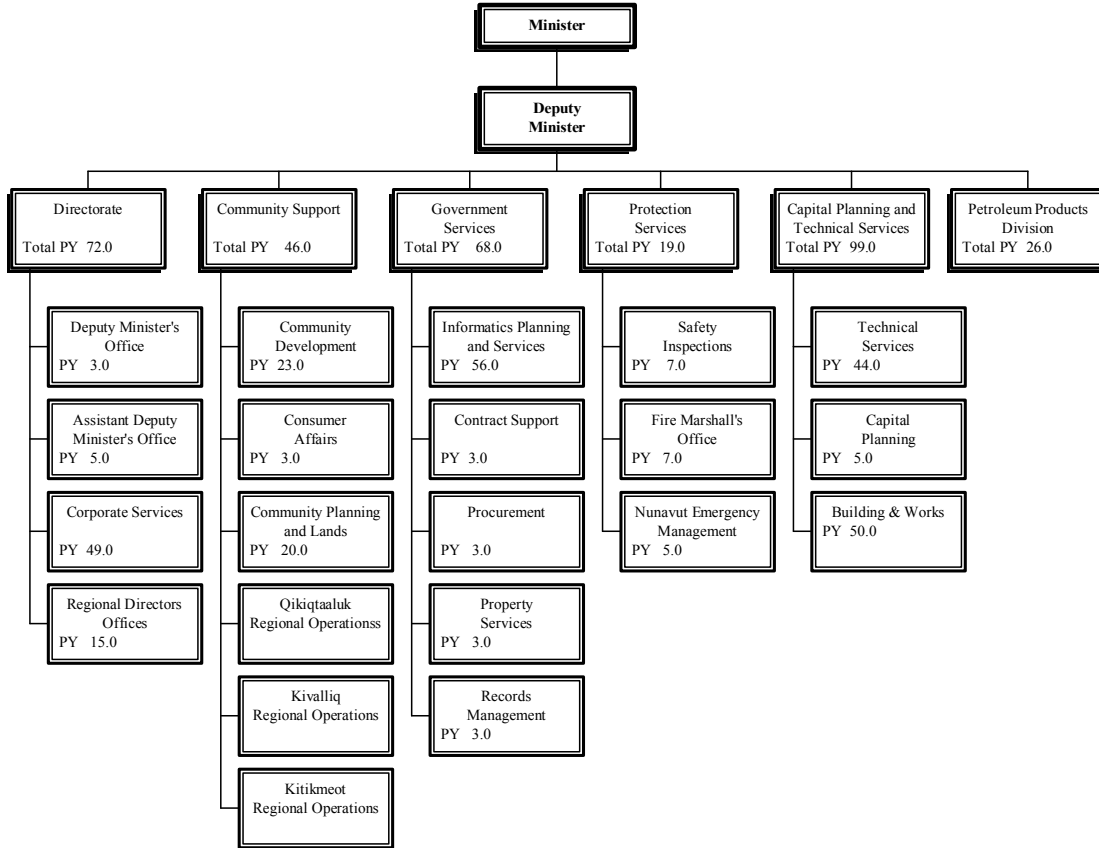
**Priorities (2004-05)**

- Cost effective supply and delivery of fuel products to the Nunavut communities in a safe, efficient and environmentally responsible manner.
- Work with other departments and agencies to meet the recommendations of the Ikuma II Report, devolving the PPD, which will associate with the Nunavut Power Corporation under the aegis of an independent Board.
- Ensure the effective and efficient delivery of fuel products to our customers with emphasis on quality of the product and the timeliness of delivery.

- Re-supply Kugaaruk with all fuel products by a tanker in lieu of annual airlift.
- Implement remediation work in communities where required in conjunction with Capital Projects.
- Renew the Churchill Marine Tank Farm Contract to store bulk fuels destined for the Kivalliq communities.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	304.0
Vote 4/5 PYs	0.0
Revolving Fund PYs	26.0
<b>TOTAL PYs</b>	<b>330.0</b>

## **Departmental Roles**

### **Advisory and Administrative Services**

Provides information and support to the Minister's office and provides policy and communications support to the senior staff. In addition, it provides financial management, accounting and administration services for headquarter and regional operations and is responsible for the implementation of the NNI Policy. Advisory and Administrative Services also includes the Regional Directors who coordinate program and service delivery to community governments.

### **Community Support Services**

CGS provides Municipal Transfer Payments and develops community capacity through partnerships and training programs for elected officials and municipal staff. Communities are assisted with program and service delivery through monitoring and evaluation services. CGS is also responsible for consumer services and protection through legislation, public awareness and information campaigns and by the licensing of lotteries and businesses.

### **Capital Planning and Technical Services**

CGS provides planning and design management services for government projects carried out on behalf of communities and client departments. Assists clients in identifying their long-term capital requirements and operational guidelines. Develops government-wide technical standards for infrastructure. It operates and maintains government's leased and owned facilities.

### **Government Services**

CGS provides records management and central contracting, procurement and property management services for all government departments. It develops, delivers and supports the information technology (IT) infrastructure that enables the Government of Nunavut to deliver its programs over an efficient and shared voice and data processing network. Acts as the shared procurement, delivery and operations centre for all information systems.

### **Protection Services**

CGS is responsible for the Office of the Fire Marshall and the Emergency Measures Organization (EMO) and electrical/mechanical inspections of buildings. Under the "Fire Prevention Act", Civil Emergency Measures Act" and various Federal Legislation, Protection Services provides guidance and response to all Territorial Emergencies.

**Petroleum Products Division**

PPD acquires, transports, stores and distributes petroleum products to those communities in Nunavut that are not serviced by the private sector. The division ensures that petroleum products are stored and distributed in an effective, efficient and environmentally responsible manner. Manages the Petroleum Products Revolving Funds.

### Financial Summary

Branch	2003 - 2004		2004 - 2005	
	Main Estimates		Main Estimates	
	\$0	Pys	\$0	PYs
<b>DIRECTORATE</b>				
Salary	5,710	77.0	6,302	72.0
Grants & Contributions	0		0	
Other O&M	2,355		1,874	
<b>Subtotal</b>	<b>8,065</b>		<b>8,176</b>	
<b>COMMUNITY SUPPORT AND OPERATIONS</b>				
Salary	3,801	51.0	3,522	46.0
Grants & Contributions	37,462		38,043	
Other O&M	2,454		2,342	
<b>Subtotal</b>	<b>43,717</b>		<b>43,907</b>	
<b>GOVERNMENT SERVICES</b>				
Salary	6,234	68.0	5,497	68.0
Grants & Contributions	0		500	
Other O&M	32,785		28,882	
<b>Subtotal</b>	<b>39,019</b>		<b>34,879</b>	
<b>PROTECTIVE SERVICES</b>				
Salary	1,645	22.0	1,788	19.0
Grants & Contributions	99		99	
Other O&M	1,160		875	
<b>Subtotal</b>	<b>2,904</b>		<b>2,762</b>	
<b>CAPITAL PLANNING AND TECHNICAL SERVICES</b>				
Salary	8,566	99.0	8,421	99.0
Grants & Contributions	0		0	
Other O&M	9,636		10,644	
<b>Subtotal</b>	<b>18,202</b>		<b>19,065</b>	
<b>PETROLEUM PRODUCTS</b>				
Salary	0	26.0	0	26.0
Grants & Contributions	0		0	
Other O&M	0		0	
<b>Subtotal</b>	<b>0</b>		<b>0</b>	
<b>TOTAL</b>	<b>111,907</b>	<b>343.0</b>	<b>108,789</b>	<b>330.0</b>

## APPENDIX II: Bathurst Mandate Status Report

Principle	Status
1.5.1 Work with communities to: create within each department of the Government of Nunavut the ability to support community capacity building	Signed agreements with all communities in the Kitikmeot region for the maintenance agreements. Negotiations have been started with Resolute Bay and Chesterfield Inlet. The department is working with the Hamlet in Resolute Bay to develop and implement a Water Sewer system. The department will continue to develop individual community capacity plans and implement development and training initiatives. Division of Informatics Planning and Services, continues to provide professional assistance when this service is not available in the communities.
1.5.2 Work with communities to: create on a community by community basis a Capacity Plan to develop and support the people, assets and authorities needed to build strength and diversity in each community	Created and began the implementation of the Fire and Loss Prevention Strategy Published the first set of Municipal Performance Indicators Improved relations with the City of Iqaluit and started regular joint planning meeting with city officials Revised the five year capital plan to focus on critical water and sewage needs and secured substantial funding to support the plan
1.5.4 Create long-term plans to sustain and improve community resources and access for each identified community need	In cooperation with the Conference Board of Canada, led the development of a comprehensive paper on Nunavut municipal infrastructure needs for presentation to Canada
1.5.6 Move to support and fund communities and programs in a manner consistent with each community Capacity Plan, Wellness Plan and Economic Strategy	Completed the Municipal Financial review implemented the first increase in core Municipal Operating Assistance Funding to communities since 1994 Secured substantial funding for the Nunavut Municipal Insurance program and created NAMIX in cooperation with NAM Cooperated with several communities to implement deficit recovery programs Advanced community infrastructure projects including community offices in Repulse Bay, Fire Hall in Clyde River, and critical water and sewage projects. Currently implementing a major capital plan with Iqaluit Secured \$20 million from Canada for major water and sewage projects Obtained dedicated funding to support the development of community access roads
2.1 Remove, consolidate or integrate un-needed government structures	Encouraged a consolidated approach to resolutions brought forward from municipal leaders in regional and territorial leadership meetings. Municipal Operating Assistance Program has been simplified. Review of GN capital assets is presently ongoing to ensure that existing data listings are accurate. Any facility that is deemed to be surplus is handled by through the Surplus Disposal process.
2.4 Write and maintain simple and understandable policies for every government department	To date, the department has updated and written the following policies: <ul style="list-style-type: none"> <li>• Community Based Search and Rescue;</li> </ul>



Principle	Status
	<ul style="list-style-type: none"> <li>• Community Development Fund;</li> <li>• NNI;</li> <li>• Air Charter;</li> <li>• Surplus Disposal;</li> <li>• Records Management; and</li> <li>• Motor Vehicle.</li> </ul>
<p>3.3 Working with the Nunavut Association of Municipalities, create new Municipal Legislation that will respond to the need for local options and opportunities for governance</p>	<p>Amendments to the Cities, Towns and Villages Act and the Hamlets Act were completed, approved and proclaimed.</p>
<p>4.8 View every element of the government budget as a potential training budget</p>	<p>Municipal Training Organization (MTO) has been created; funding came from re-allocated funds. Funds have been set aside for participation by staff in courses and workshops. CGS personnel visit schools in the communities while on government business, to discuss opportunities that exist within the department.</p>
<p>4.14 Put into place strategies to develop Nunavummiut in every profession as part of a resident work force</p>	<p>The MTO facilitates training for municipal employees, as identified by the communities. Formalized an agreement with Nunavut Arctic College. Implement trainee positions for Inuit employees to assist them in acquiring the necessary experience for advancement. Example, Kitikmeot Regional Director is mentoring a beneficiary to assume his position in April 2004.</p>

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## **INTRODUCTION**

The Department of Culture, Language, Elders and Youth was established to provide leadership within the Government of Nunavut in the development and implementation of policies, programs and services aimed at preserving and enhancing the culture, language and heritage of Nunavut. It serves the public and the Government of Nunavut with headquarters based in Iqaluit and offices in Baker Lake, Igloolik, and Kugluktuk.

Five decentralized divisions work in the areas of Official Languages, Community Programs, Culture and Heritage, Recreation and Leisure, and Sport Nunavut. In Kugluktuk, the Official Languages Division supports the activities of all government departments and agencies through the Translation Bureau, which provides language translation services. The Community Programs Division is situated in Igloolik to reach out to non-profit community-based organizations, offering assistance on initiatives related to youth and elders. Also in Igloolik, the Recreation and Leisure Division builds capacity in communities, develops recreational opportunities across Nunavut, and promotes healthy active lifestyles. The Culture and Heritage Division in Igloolik plays a lead role in conserving the traditional culture of Nunavut through its activities in archaeology, toponymy, museums and archives. This division is also responsible for the activities of Nunavut Public Library Services, operating out of Baker Lake. Sport Nunavut, also in Baker Lake, works with athletes, coaches and sport officials to promote and develop amateur sport in Nunavut. Sport Nunavut also coordinates and provides funding for major multi-sport Games such as Arctic Winter Games, Canada Summer and Winter Games, the Western Canada Summer Games and North American Indigenous Games.

To fulfill its lead role in the triple goals of Inuit Qaujimajatuqangit, Inuit language and Inuit employment, the department has established an Inuit Qaujimajatuqangit Division, which partners with a cross-section of territorial and federal government departments and agencies, and manages the involvement and contributions of the Inuit Qaujimajatuqangit Katimajit and Tuttarviit.

### **Our Mission**

*To preserve and enhance Nunavut's culture, heritage and languages, and to provide healthy active living opportunities for Nunavummiut.*

Culture, Language, Elders and Youth will achieve its mission through: providing leadership within the government on Inuit Qaujimajatuqangit approaches to work; promoting the use of Inuit languages in the workplace and within the territory; promoting access to information and resource materials in official languages in all communities; enhancing public library services across Nunavut; assisting non-profit, community based individuals and organizations in cultural, language and heritage activities; promoting healthy active living supporting amateur sport and local

recreational opportunities in communities, and encouraging ongoing dialogue between elders and youth and the government.

## **Our Vision**

*A territory of strong, self-reliant communities that reflect traditional values in culture, and recognize the equal rights of all Nunavummiut to participate in society.*

The Department of Culture, Language, Elders and Youth recognizes that to achieve the aspiration to live and work in an environment that respects Inuit culture, language, and heritage, we must foster continued learning between all Nunavummiut and government. This means encouraging the participation of elders and youth. By being inclusive in our decision-making and by respecting the values and beliefs of Nunavummiut, we can bring the Inuit way of life and language into the workplace.

## **Our Principles and Values**

- A work life that reflects Inuit Qaujimajatuqangit
- Nunavummiut having the ability to communicate in any official language they choose, both at work and when accessing government services
- Promoting decision-making that is developed through consultation and a commitment to consensus building
- Working in partnership with other departments to support growth of community capacity and self-reliance
- Being open to participation and input, and having respect for the views of others
- Easily understood programs and services that are accessible to all Nunavummiut
- Protecting the rights of individuals and organizations to fair treatment in the review and approval of funding requests
- Expending public dollars efficiently and effectively
- Viewing all elements of the department's budget as a potential training budget
- Respecting and building on the Bathurst Mandate

## **Inuit Qaujimajatuqangit**

The Department of Culture, Language, Elders and Youth is involved in the promotion of Inuit Qaujimajatuqangit at all levels of its operations. Almost every initiative undertaken by the department is related, in one way or another, to Inuit traditional values and language. One major initiative is the recent creation of the Inuit Qaujimajatuqangit Katimajit (the IQ Council) and Tuttarviit (the IQ Coordinating Committee). The Katimajit is made up of non-governmental members who have expertise in Inuit Qaujimajatuqangit and how it may be implemented throughout government. This body is supported by the department's new Director of Inuit Qaujimajatuqangit. Tuttarviit is an interdepartmental group consisting of IQ coordinators from each Government of Nunavut department, and is chaired by CLEY's

Director. This committee uses the Katimajit as a resource and develops Inuit Qaujimajatuqangit related initiatives for the Government of Nunavut.

Due to the nature of this department, many projects undertaken by the various branches at CLEY hold a strong relationship with the promotion and protection of Inuit Qaujimajatuqangit. The following initiatives provide some examples, including: the collection of oral histories from elders in different communities; the preservation and promotion of Inuit language; the establishment of language awards; the promotion of Inuktitut Uqauttin Week; the development of Inuktitut and Inuinnaqtun flash cards; the development of a Language Resource Study; the development of an on-the-land staff orientation on Inuit Qaujimajatuqangit; discussions with federal (Canadian Heritage) and Inuit (IHT) partners on the establishment of a Nunavut Heritage Centre; administration of the Nunavut Toponymy Program and the Nunavut Archaeology Program; the creation of a Nunavut Youth Identity Development Strategy, which includes initiatives such as the establishment of culture camps where elders can pass on traditional Inuit skills and values to youth in an environment and atmosphere that is culturally appropriate; the promotion of Inuit Games, traditional recreation activities at the community level and competitive opportunities such as Arctic Winter Games and North American Indigenous Games; and administration of the Grants and Contributions Program funds, which assists non-profit organizations and individuals develop Inuit Qaujimajatuqangit-related initiatives.

#### **Inuit Qaujimajatuqangit Priorities (2004-05)**

- Coordinate the Government of Nunavut's Inuit Qaujimajatuqangit initiatives by supporting the work of the Inuit Qaujimajatuqangit Katimajit, and by chairing Tuttarviit.
- Coordinate the Inuit Qaujimajatuqangit Katimajit's review of the Inuit Qaujimajatuqangit Task Force Report.
- Lead a land-based cultural orientation program for Government of Nunavut employees, focusing on Inuit Qaujimajatuqangit.
- Begin work on the development of new Official Languages legislation.
- Implement the Inuit Qaujimajatuqangit initiatives contained in the department's new *Youth Strategy*, including developing traditional, culturally based recreational activities that support suicide prevention.

## **ENVIRONMENTAL SCAN**

With a population of 85% Inuit, Nunavut's social and cultural environment is distinctive within Canada. The state of today's society in Nunavut is the result of massive social change that started half a century ago. When the Federal Government moved Inuit from the land into permanent settlements, it impacted central cultural values and the natural order of lives. Government superseded elders as the leaders in the new settlement society. Over time, English, the language of the new government structures became more prevalent and replaced Inuktitut in the workplace (NSDC: On Our Own Terms, 2000).

In the last few years, the tide has begun to turn; the Nunavut land claims negotiation and implementation have raised public expectations that the new territorial government will take on the responsibility for the preservation and enhancement of the Inuit language and culture in Nunavut. In the Bathurst Mandate, the vision for the first 20 years of government operations was established as: Healthy Communities, Simplicity and Unity, Self Reliance, and Continued Learning, with a central goal to bring the government closer to the people.

The Department of Culture, Language, Elders and Youth was created as an expression of the desires of Nunavummiut for a government that represents their values, traditional knowledge, and approach to life. The department will play a key role in creating a new model for governance in Canada that integrates Inuit Qaujimajatuqangit, representative Inuit employment, and Inuit language.

### **Decentralization**

In the last five years, the Government of Nunavut has worked towards: decentralizing its operations, making hiring Inuit a priority, and delivering programs and services at a level acceptable to the public. The report, *Building Nunavut Through Decentralization* shows that while the government has achieved some success in these areas, residents outside of the capital do not feel that decentralization has improved their access to programs and services, and there is a lack of knowledge in communities about what the new government is doing. Awareness of this perception, and of the public expectation that the GN is working to bring government closer to the people, forms the context within which the Department of Culture, Language, Elders and Youth has set its priorities for 2004/2005.

### **Inuit Employment & Language**

Under the Government's Priority Hiring Policy, which stems from Article 23 of the Nunavut Land Claims Agreement, the Government of Nunavut is committed to increasing beneficiary representation in the public service to 85%. This policy has a multiple effect: by replacing the former GNWT Affirmative Hiring Policy, the priority for hiring Inuit has replaced all other categories of priority hires. At the same time,

increased representation of beneficiaries to 85% across all job categories will facilitate making Inuktitut the working language of government.

In many Nunavut communities, Inuktitut continues to be the first language of the majority of residents. In other areas, however, English is rapidly supplanting Inuktitut as the first language and concerted action is necessary by families and government to avoid the loss of this important component of Inuit culture.

Overall, 70% of the population in Nunavut speaks Inuktitut or Inuinnaqtun as a first language, but the main language of government is English. This poses a challenge to ensure that public servants can speak the language of the majority that they are serving.

Government has done well to provide more local employment and decision-making in communities: Inuit fill 59% of government positions in communities, versus only 44% across the public service as a whole. There are still high vacancy rates in the government and there is dependence on outside workers to fill the more technical jobs. This will likely continue for a number of years while capacity builds. As Inuit employment increases, the opportunity for use of Inuktitut in the workplace will also increase, however, policies and plans need to be in place to make Inuktitut the working language of the government by 2020. As use of Inuktitut grows within departments, demand for translation services and the need for qualified translators will also grow across the government.

## **Youth**

With the historical move to settlements, Inuit birth rates grew and mortality rates fell, resulting in a very young and rapidly growing population. The population in Nunavut today is the youngest in Canada, with more than half of people under the age of 25 years. This population structure stands in stark contrast to the rest of Canada, and more closely resembles that of a developing country. Our extremely young population is struggling with the pressure of society's transition from a traditional lifestyle on the land to one where most residents live in established communities and where life often revolves around a job or some form of government income support.

Nunavut's youth are expected to straddle two cultures. Many start families young, have a low educational attainment, and then have the added pressure of needing to enter the wage economy in communities with limited job opportunities. This combination of challenges often has a negative impact on self-esteem. The youth suicide rate in Nunavut is higher than any other jurisdiction in Canada.

Providing youth with opportunities for leadership and helping them to discover pride in their identity is critical to building positive self-esteem. Examples are developing opportunities to participate in recreational activities, promoting good role models, and encouraging youth to participate in or volunteer for sports events. There is a need for youth to get involved in their own futures, but these initiatives are effective only when done in partnership with communities, families and elders.



In supporting active living for youth, we must also invest in infrastructure. In Nunavut, recreation facilities are multi-purpose facilities where community members work, gather and celebrate. The facilities, built in the 1980's, are now aging. Building code issues, coupled with Nunavut's tremendous population growth, are placing significant demand on the existing infrastructure.

### **Elders and Inuit Qaujimajatuqangit**

There is a unique opportunity for sharing and learning between elders and youth that will provide youth with coping mechanisms and community understanding and support. A number of elders who have lived entirely on the land and who are the repository of oral history and tradition may be able to give youth some critical adaptation tools, helping them connect with their culture and heritage and to the land where they live. Dialogue between youth and elders also provides an opportunity for elders to understand the modern influences on the lifestyle and work life of youth.

For the benefit of all Nunavummiut, there is a need to safeguard oral histories, language, and perspectives of the elders who remember life on the land. This legacy of knowledge needs to be documented and preserved for future generations to learn from and connect with.

In addition to documenting the past, elders' input is needed to shape the future of government to reflect Inuit Qaujimajatuqangit in its daily operations. This inclusion of elders signals a return to looking at elders as leaders in society as well as the guardians of traditional Inuit culture and language.

### **Culture and Heritage**

Nunavut's unique culture and history forms a defining element of the Nunavut Land Claims Agreement and of the creation of the territory. The material record of the human history of Nunavut and the accomplishments of past generations takes many forms, including thousands of archaeological sites and artifacts, cultural landscapes, and historic buildings. It also includes vast collections of written documents, photographs, film, video and sound recordings that document people, places, events, language and traditions.

These records, and the information they contain, are irreplaceable; it is essential that the Government of Nunavut ensure that this legacy is protected, managed and utilized for the benefit of present and future generations. Nunavut's heritage assets are a largely untapped source of invaluable knowledge that is directly relevant to critical issues facing the Government of Nunavut in the areas of elders, youth, language, and Inuit Qaujimajatuqangit. At the community level, we should strive to enhance library services and facilities for Nunavummiut.

## **Critical Issues**

- In order for the government to reflect and respond to the language of the majority of Nunavummiut, the use of Inuktitut within the public service must increase.
- There is a need for the development of new Inuktitut terminology for use in the daily operation of government
- The Translation Bureau requires the capacity to provide high quality translation services to the government.
- New official language legislation is needed that will address the needs of Nunavut's Inuktitut-speaking majority, as well as of its French-speaking community.
- The Government of Nunavut requires guidance in integrating Inuit Qaujimagatuqangit.
- There is limited time to learn from the generation of Nunavummiut who grew up on the land.
- A territorial heritage facility is urgently required.
- Nunavut has the highest youth suicide rate of any province or territory in Canada.
- Youth require more opportunities to volunteer, get involved in community activities, and learn from positive role models.
- More active living and sport opportunities are needed in communities and between communities.
- Investment is urgently required in the sport and recreation sectors for recreational facilities and human resources.
- Nunavut needs reliable data for elders, youth, and language.
- In order to enhance library services for Nunavummiut, the Library Headquarters Distribution Centre in Baker Lake must be completed on schedule.

## **STRATEGIC LINK TO THE BATHURST MANDATE**

Beginning with its new Inuit Qaujimajatuqangit Division and across all areas of its mandate, the department works towards the vision and principles laid out in the Bathurst Mandate.

### **Healthy Communities**

The department contributes to the social and cultural health of communities through consultations and development of the Youth Strategy, including suicide prevention initiatives. We also encourage Nunavummiut to volunteer and engage in regular physical activity and support amateur sport. We also provide funding to communities for language, heritage, youth and elders through grants, contributions, and capital contributions.

### **Simplicity and Unity**

The department supports simplicity in government processes and invites participation. Inuit Qaujimajatuqangit Katimajit has been established as an external advisory body, and the interdepartmental Tuttarviit committee, has been formed to coordinate Inuit Qaujimajatuqangit across government. Our website gives the public easy access to the department and to the Virtual Museum. We also ensure our public documents are available in all official languages.

### **Self Reliance**

The department supports the connection between community and government by conducting Inuit Qaujimajatuqangit orientations for government staff, incorporating traditional activities and local knowledge. On archaeological projects, we hire youth and consult with elders. After a project is complete, we hold community open houses to make the results of the projects accessible to community members. We also develop local recreational opportunities and competitive sport opportunities, encouraging leadership at the community level.

### **Continuing Learning**

Through Library Services, the department promotes libraries as information centres for the public and provides access to information and resource materials. Libraries have a critical role in promoting literary and language development and retention. CLEY has many other initiatives that support learning and promote land and language skills, including consultations with the Inuit Qaujimajatuqangit Katimajit, recording oral histories for future generations, developing Cabinet approved language guidelines for the government, and conducting language terminology workshops.

## CORE BUSINESS

The programs of the Department of Culture, Language, Elders and Youth are described within six lines of business:

	Budget (\$000)	
	2003-04	2004-05
Directorate	2,726	2,822
Official Languages	1,826	1,850
Community Programs	1,382	1,623
Culture and Heritage	4,132	3,533
Sport Nunavut	2,478	2,318
Recreation and Leisure	1,962	1,743
<b>TOTAL</b>	<b>14,506</b>	<b>13,889</b>

### Directorate

The Deputy Minister's office is responsible for the overall direction and management of the department. The Deputy Minister and Assistant Deputy Minister provide advice to the Minister and Cabinet on matters relating to the department. The Directorate coordinates the development of Inuit Qaujimajatuqangit initiatives across government and provides administrative support to the Inuit Qaujimajatuqangit Katimajit. The Policy and Planning, Corporate Services and Inuit Qaujimajatuqangit Divisions, as well as the Communications and Human Resources functions, are all managed from this headquarters office.

### Objectives

- Become the government leader in implementing an Inuit Qaujimajatuqangit approach in day-to-day activities.
- Provide leadership within the government on Inuit employment levels:
  - achieve 85% Inuit employment within the department by 2008;
  - achieve 80% Inuit employment at the senior management level by 2008.
- Plan for a department with the authority, staff and capacity to achieve its mandate.
- Develop a senior management team of effective supervisors who are committed to increasing the capacity of staff.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Deputy Minister's Office</b>		567	368
<p>The Deputy Minister's Office is responsible for the senior management of the department including monitoring goals, objectives, policies, budgets and ensuring that priorities and objectives are met.</p>			
<b>Assistant Deputy Minister's Office</b>		181	510
<p>The Assistant Deputy Minister's Office is responsible for overseeing the Culture and Heritage, Official Languages, Community Programs, Sport Nunavut, Recreation and Leisure, and Communications operations and services as well as assisting the Deputy Minister in departmental management.</p>			
<b>Policy and Planning</b>		578	372
<p>Reporting to the Deputy Minister, the Policy and Planning Division is responsible for providing policy and planning advice to the entire department. The division coordinates strategic planning and develops departmental policy for Cabinet consideration.</p>			
<b>Corporate Services</b>		720	752
<p>Reporting to the Deputy Minister, the Corporate Services Division coordinates budget development and control, processes invoices and provides administrative support services such as records management, purchasing and information technology to all divisions. This division administers records management. This division also provides financial support to five decentralized offices in three communities.</p>			
<b>Inuit Qaujimajatuqangit</b>		563	685
<p>Reporting to the Deputy Minister, the Inuit Qaujimajatuqangit Division takes the lead on coordinating Inuit Qaujimajatuqangit across the government. This division provides administrative support to the Inuit Qaujimajatuqangit Katimajit and chairs the interdepartmental Tuttarviit committee. The division is also responsible for implementation of Inuit Qaujimajatuqangit in all aspects of our departmental operations.</p>			
<b>Special Advisor Sport and Recreation</b>		117	135
<p>Reporting to the Deputy Minister, the Special Advisor provides advice on sport, recreation and leisure issues and coordinates related federal/provincial/territorial and intergovernmental programs and services.</p>			
<b>Total, Directorate</b>		<b>2,726</b>	<b>2,822</b>

**Priorities (2003-04)**

- The Inuit Qaujimajatuqangit Task Force submitted their report of recommendations, which Cabinet reviewed during the September 2002 retreat. This report will be made public in 2003;

**Status:** *Coordinated the development of the Government of Nunavut's First Report on Inuit Qaujimajatuqangit.*

- Facilitate the development of Inuit Qaujimajatuqangit implementation framework for the Government of Nunavut. This will be led by the Elders' Council/Inuit Qaujimajatuqangit Advisory Council, which will advise all departments on IQ initiatives;

**Status:** *Developed and put in place a structure for the coordination of the implementation of Inuit Qaujimajatuqangit within the Government of Nunavut. This included the establishment of the Inuit Qaujimajatuqangit Katimajiit and Tuttarviit.*

*Restructured the department to include a new Inuit Qaujimajatuqangit Division to serve as the government's overall coordinator on issues related to Inuit Qaujimajatuqangit.*

- Build capacity in all divisions. Move into a new office building with more offices and space; consolidate all headquarters staff into one location and staff the department up to 80% from 62%;

**Status:** *Managed the move of the department into new premises. Increased staffing levels from approximately 50% to over 80%.*

- Increase Inuit Employment for the department up from 68% toward the long term objective of 85% in 2008;

**Status:** *Established a number of developmental positions for beneficiaries that are expected to contribute to the growth of the department's inuit employment levels. In addition, the department is re-staffing vacancies in its Igloolik office with Inuit.*

- Improve communication with the public on departmental programs and initiatives through a public relations strategy;

**Status:** *Developed a Virtual Museum of items from the Nunavut Collection, currently stored in Yellowknife, to give Nunavummiut some form of access to part of the collection.*

*Implemented communications initiatives related to the protection of archaeological sites in Nunavut and the protection and promotion of language.*

*Based on improved public relations, utilized grants and contributions funding to the maximum, awarding over \$4.5 million to individuals and community-based organizations throughout Nunavut.*

- In collaboration with the Department of Human Resources, provide new staff with a Nunavut orientation and language skills program so that they will better understand their role in achieving the Government's priorities;  
**Status:** *Conducted an Inuit Qaujimagatuqangit orientation pilot project for new government staff which included an introduction to Inuktitut language. Based on this model, more orientations are being planned.*  
*Developing Inuktitut by 2020 Strategy for all government staff, which includes a language training component.*
- Strengthen internal financial controls to improve accountability and promote greater efficiency and effectiveness, including, production of detailed budgets by division and provision of variance reports;  
**Status:** *Produced variance reports by division on a quarterly basis, and on a monthly basis, where required.*  
*Prepared detailed operations and capital budgets for 2003/2004.*  
*Developed an accounting procedures manual and trained staff in finance and administration management.*
- Review existing legislation and create new legislation where gaps exist in the department's ability to effectively carry out its responsibilities.  
**Status:** *Beginning the process of developing language legislation and reviewing the Historical Resources Act.*

#### **Priorities (2004-05)**

- Coordinate the Inuit Qaujimagatuqangit Katimajit's review of the IQ Task Force's Report;
- Increase Inuit employment within the department from 68% to the long-term objective of 85% in 2008;
- Begin the development of new Official Languages legislation;
- Conduct a review of the *Historical Resources Act*;
- Develop policy related to archives, access to information and protection of privacy, geographic names, and the Arts Council; and
- Establish the Nunavut Geographic Names Committee.

## Official Languages

The Official Languages Division is responsible for providing translation services to the Government of Nunavut through its Translation Bureau, based in Kugluktuk. This division administers the *Official Languages Act* as well as departmental funding for Inuit language initiatives, manages the Canada-Nunavut General Agreement for French and Inuit Languages, and is responsible for initiatives to make Inuktitut the working language of the government.

### Administration of Official Languages Agreement

Through the *Canada-Nunavut General Agreement for French and Inuit Languages*, the Department of Culture, Language, Elders and Youth administers \$2,550,000 of federal funding. The Inuktitut component of this funding is for non-profit community-based organizations and individuals that undertake activities to foster the development, retention, preservation, and promotion of Inuktitut. The French funding supports the delivery of all Government of Nunavut services in French, as required by the *Official Languages Act (Nunavut)*. This funding also supports non-profit community-based organizations and individuals in promoting and developing the French language in Nunavut.

### Objectives

- Promote, develop and document Inuktitut including Inuinnaqtun.
- Establish a framework for the delivery of official language services for Nunavut.
- Build a framework to support Inuktitut as the working language of government.
- Develop and maintain *Asuilaak, the Nunavut Living Dictionary*, as the largest source of information on the Inuktitut language.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Language Translations and Operations</b>		1,377	1,401
The Translation Bureau provides translation services in Inuktitut, Inuinnaqtun, French, and English for all Government of Nunavut departments.			
<b>Language Promotion, Protection, &amp; Preservation</b>		300	300
This program provides grants and contributions to individuals and non-profit organizations that undertake activities to foster the development, retention, and preservation of Inuktitut.			
<b>Language Research &amp; Development</b>		149	149
The Translation Bureau is responsible for Inuktitut and Inuinnaqtun language research and terminology development. This program is an important component of language			



preservation and enhancement, and will contribute to the successful adoption of Inuktitut as the working language of the Government of Nunavut.

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<b>Total, Official Languages</b>	<b>1,826</b>	<b>1,850</b>
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### **Priorities (2003-04)**

- Supporting GN departments in working toward establishing Inuktitut as the working language of the Government of Nunavut by 2020;  
**Status:** *The division is working with Nunavut Arctic College to develop a new training program for Inuinnaqtun interpreters and translators. This program will begin training new language professionals for Inuinnaqtun in the fall of 2004.*  
*The division developed and delivered three terminology workshops (one for financial terms, one for statistical terms and one for job titles) that recommended over 250 standard Inuktitut and Inuinnaqtun translations for English terminology. This will improve the quality of the GN's Inuktitut and Inuinnaqtun documents and support the use of Inuktitut as a working language of government*  
*The division published two glossaries that will promote the use of new Inuktitut and Inuinnaqtun terminology for finance and statistics that were developed at the above workshops.*
- Renegotiate the Cooperation Agreement with the federal government to recognize Inuktitut as an official language of Nunavut. This will make it possible to spend federal funding from this agreement on delivering government services in Inuktitut;  
**Status:** *The Director of Official Languages provided the Deputy Minister and Assistant Deputy Minister of CLEY with research and policy support in negotiations with senior officials of the federal Department of Canadian Heritage. These negotiations are continuing at present.*
- Collaborate with the Department of Finance to explore enhancements that will improve the ability of all GN departments to use Inuktitut in computer software.  
**Status:** *The division collaborated with Public Works and Services to make the new Pigiarniq syllabic font available to all GN employees.*  
*The division held discussions with Microsoft Canada on the possibility of incorporating a new Inuktitut Language Interface Pack in the operating system that Microsoft is developing to replace Windows XP. The language interface pack would allow public servants to operate computers in Inuktitut.*  
*The division increased the content on Asuilaak, the Nunavut Living Dictionary, to over 80,000 terms searchable in Inuktitut, English and French.*

### Priorities (2004-05)

- Establish a system of quality control for all translations produced by the Language Bureau;
- Begin work on implementing the GN's new Languages Services Guidelines;
- Support the work to develop made-in-Nunavut Official Languages legislation and supporting policy;
- Continue to support departments in increasing the use of Inuktitut as working language of government;
- Enhance *Asuilaak*, the Nunavut Living Dictionary to make it more accessible to a greater number of Nunavummiut;
- Conclude negotiations with the federal government on a Canada-Nunavut Co-operation Agreement that will respond to the needs of Nunavut; and
- Promote the use of the ICI writing system, in both syllabics and roman orthography, throughout the government and among the public.

### Community Programs

The Community Programs Division is the community and organizational development arm of the department. The division funds and provides hands-on support for the development of programs for elders and youth. The division supports the development of each of these groups and helps them in their efforts to promote Nunavut's culture and heritage.

### Objectives

- Improve outreach services to provide non-profit community-based organizations and individuals with more assistance in program design and implementation.
- Provide elders and youth the opportunity to contribute to cultural and language initiatives in Nunavut.
- Coordinate between community programs related to heritage, culture and language across Nunavut to eliminate duplication and encourage sharing information and resources.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Community Programs Operations</b>		632	737

Community Programs Operations provides overall direction and planning for the management of elders and youth programs and services. Community Programs staff provide developmental assistance to individuals and community-based, non-profit groups involved in activities that contribute to departmental goals. This assistance

includes: helping them access funding sources; developing a cohesive vision for their organizations; and managing effectively so that objectives are achieved.

**Elders and Youth Programs and Services** 750 886

The Community Programs Division provides a range of programs and services to support the needs of youth and elders and to promote a higher level of interaction between the two groups. The division provides support in the development of youth and elders councils. Community program staff work closely with elders to document their knowledge of Inuit values and traditions and to preserve this knowledge for the benefit of future generations.

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<b>Total, Community Programs</b>	<b>1,382</b>	<b>1,623</b>
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#### **Priorities (2003-04)**

- Develop capacity in the division to effectively provide two-way liaison between the department and communities;

**Status:** *CLEY supported several Regional Elders and Youth Conferences throughout Nunavut. These workshops brought elders and youth together to exchange ideas and provide mutual support for local initiatives and capacity building. The department also consulted with elders on the development of an IQ implementation structure for government, as well as with youth on the development of the Youth Identity Development Strategy.*

- Hold workshops in communities to distribute information on available grants and contributions to non-profit community based organizations;

**Status:** *Community programs staff held grant and contribution workshops and distributed information in 16 communities, as well as the students in the Nunavut Sivuniksavut Program, in an effort to increase the ability of Nunavummiut to apply for funding for initiatives related to the department's mandate.*

- Incorporate a community outreach program to expand developmental support beyond providing financial assistance to community organizations;

**Status:** *The Community Programs Division organized four youth gatherings in late May and early June as part of the department's Youth Identity Development Strategy.*

*The division actively supported and participated in suicide prevention workshops and conferences and worked collaboratively with other government departments on these initiatives.*

- Further develop and pursue specific initiatives related to the collection of oral history and the establishment of elders councils and youth councils in Nunavut's communities;

**Status:** *The Community Programs Division collected oral history from elders in four Nunavut communities. This was achieved with assistance of local interviewers selected and trained by the department.*

- Improve the quality and quantity of information available on departmental programs and services:
  - Install a toll free number for community members to access support from community programs staff;
  - Develop the departmental website to make access to information on grants and contributions easier;
  - Clarify the divisional mandate to the public.

**Status:** *Community programs staff organized a monthly teleconference with youth and elders committees throughout Nunavut. These conferences provided a liaison between the government and the communities, and were a very useful tool in support of the committees.*

#### **Priorities (2004-05)**

- Provide liaison between the department and communities by holding workshops in communities and distributing information on available grants and contributions;
- Further develop and pursue specific initiatives related to recommendations from the Youth Identity Development Strategy:
  - Support youth committees;
  - Promote better communication amongst youth;
  - Have more culture and language activities in communities;
  - Recognize role models and leadership;
  - Become more creative and collaborative;
  - Promote healthy living;
- Improve the quality and quantity of information available on departmental programs and services:
  - Promote programs and services offered by Community Programs Division;
- Incorporate a community outreach program to expand developmental support beyond providing financial assistance to community organizations;
- Develop an action plan to address the needs of elders/seniors in Nunavut;
- Collect oral history in Nunavut communities; and

- Develop an Elders and Youth Capital Program that will provide the department with a strategic focus on the development of elder and youth facilities for Nunavut's communities.

## **Culture and Heritage**

The Culture and Heritage Division is responsible for the conservation, protection, promotion and enhancement of the cultural richness of Nunavut. These objectives are achieved through the development and delivery of archaeology, toponymy, museum and archives programs and services. The division provides grants and contributions to assist community-based heritage initiatives, and supports the growth and development of Nunavut's artistic community. Culture and Heritage also oversees Nunavut Public Library Services (NPLS), which provides policy development and financial, technical and operational support for the public library system in Nunavut, as well as services to borrowers in those communities without a public library. Examples of this support include policy development of library practices and procedures; selection, purchasing, cataloguing and distribution of materials to community libraries; providing training and support with library technology; and creating and maintaining programs to enhance the development of information literacy.

### **Objectives**

- Work to enhance the conditions under which Nunavut's artistic community can flourish.
- Protect, enhance and promote Nunavut's culture and heritage through effective archaeology, archives, and toponymy programs and services.
- Ensure the long-term protection, conservation and development of Nunavut's heritage collections.
- Develop and maintain positive working relationships with key stakeholders, including NTI, Inuit Heritage Trust, the Nunavut Arts Council, Parks Canada and the Department of Canadian Heritage.
- Promote community libraries as key centers of information and learning for Nunavummiut, including Inuktitut language use and retention.
- Enhance library services through patron-oriented access, and through professional development and training for staff.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Heritage Operations</b>		1,611	1,541

Heritage operations provide overall direction and planning for the management and delivery of 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. Funding in the form of grants and contributions is provided in support of community-based projects that promote and enhance culture and heritage in Nunavut.

**Cultural Communications** 510 250

The Culture and Heritage Division funds community organizations that undertake projects designed to preserve and enhance the cultural heritage of Nunavut. This includes funding for projects that document and preserve Nunavut's culture and heritage in a variety of formats including audiotape, paper and film. Funding is also provided to community radio stations.

**Support for the Arts** 250 250

The Culture and Heritage Division provides contribution funding to community-based individuals and organizations to encourage and support the continued development of the arts in Nunavut.

**Archaeology Program** 100 87

The Culture and Heritage Division is responsible for the Nunavut Archaeology Program, administering the archaeology (and palaeontology) permitting process for Nunavut, and undertaking archaeological research. These activities involve the development of policies, technical standards and guidelines, and general information on archaeological and palaeontological research. Close working relationships are maintained with the professional archaeology and palaeontology communities, with the Inuit Heritage Trust, and with other territorial and federal government agencies.

**Archives Program** 100 87

The department maintains the formal record of the Territory as mandated in the *Archives Act*. It stores and maintains the records of the Territory's history for posterity and allows residents to access these records. The objective and operational goal of the Archives program is to obtain, preserve, and make accessible the historic documentation of the Government of Nunavut, Legislature, contributions of significant individuals, and Inuit organizations.

**Toponymy Program** 320 165

The Toponymy program works closely with communities to identify, document and give approval to local geographic names. This involves conducting research on traditional place names, consulting with elders and assisting communities to decide on place names that more accurately reflect their history and the traditional use of sites across Nunavut. Toponymy information is gathered through a combination of field, archival, and library research. Names are preserved in the Nunavut Geographical Names Database and in the records of the Geographic Names Board of Canada. Funding is also provided for the operations of a Nunavut Geographic Names Committee.

**Nunavut Historical Advisory Board** 100 0

The Nunavut Historical Advisory Board advises the Minister on activities and initiatives including the commemoration of historic places, sites, buildings, and the establishment and administration of museums and archive facilities. The Board is established under the *Historical Resources Act*, but is currently lapsed pending a legislative review of the *Act*.

**Library Services - Central Services** 789 608

Library Services, working from Baker Lake, provides territorial library services to all existing community libraries by providing resource materials, technical support and program information to 11 communities. Online as well as conventional support will be an ongoing feature of this group. CLEY works with the Gates Foundation to provide additional resources to community libraries including additional computers, software and related equipment.

**Community Library Support** 352 545

CLEY maintains a Library HQ in Baker Lake that supports Community Libraries across Nunavut. Community libraries are supported mostly through contribution agreements. These agreements vary from community to community depending on size and historical grants level.

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**Total, Culture and Heritage** 4,132 3,533

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**Priorities (2003-04)**

- Establish a strategic plan for Heritage initiatives to allow for the effective conservation and promotion of heritage assets;  
**Status:** *Developed and implemented a strategy to conserve the Inuit Cultural Institute's oral history collection.*  
*Completed the Igloolik Archaeology Research Project.*  
*Completed the Guidelines for Applicants and Holders of Nunavut Territory Archaeology and Palaeontology Permits.*  
*In collaboration with the Inuit Heritage Trust and the Department of Sustainable Development, completed a poster and brochure campaign to increased public awareness of the need to protect archaeological resources.*  
*Initiated, for planning purposes, a detailed inventory and evaluation of Nunavut's historic places, and an IT architecture needs assessment for heritage resource data management and dissemination.*

- Provide assistance to Nunavut's communities in their efforts to recover traditional geographic place names through the toponymy program;  
**Status:** *Secured \$130,000 in federal funding to undertake needs assessments in support of the Government of Nunavut's participation in the Historic Places Initiative.*  
*In collaboration with the Inuit Heritage Trust, completed a draft Geographic Names Policy.*
- Work toward the establishment of an archival system that protects and preserves Nunavut's archival records;  
**Status:** *Provided leadership with the continuing establishment of the Archives Council Nunavummi. Produced guidelines and procedures for establishing and managing access.*
- Ensure the continued storage of Nunavut's historical and cultural artifacts in a safe manner until the availability of a permanent facility in Nunavut;  
**Status:** *Negotiated a multi-year museum service agreement with the GNWT for the continued management and protection of Nunavut's cultural assets housed at the Prince of Wales Northern Heritage Centre.*
- Establish the Nunavut Arts Council as the lead advocate for the promotion and diversification of artistic expression in Nunavut;  
**Status:** *Participated in F/P/T arts association meetings to facilitate planning for establishment of Nunavut Arts Council.*  
*Assisted with the development and implementation of the Government of Nunavut's Film, Television and New Media Policy.*
- Complete library catalogue conversion and establish webPages links with other libraries across Nunavut;  
**Status:** *Completed.*
- Conduct local librarian training and support;  
**Status:** *Ongoing – this will be made a high priority for upcoming years.*
- Increase Internet access to resources for patrons.  
**Status:** *Ongoing – equipment has been made available – staff training will enhance patron access to resources.*



### **Priorities (2004-05)**

- Build greater capacity through staffing of key positions;
- In collaboration with key stakeholders, such as the Inuit Heritage Trust and Canadian Heritage, continue strategic planning for the establishment of a Nunavut Heritage Centre;
- Completion of the terms of reference and establishment of the Nunavut Geographic Names Committee;
- Support the Policy Division in a review of the *Historical Resources Act*;
- Support the Policy Division in the completion of the *Geographic Names Policy*, *Nunavut Archives Policy*, and *Arts Council Policy*;
- Establish a Nunavut Arts Council as the lead advocate for the promotion and diversification of artistic expression in Nunavut;
- Continue to promote Nunavut's culture and heritage locally, nationally and internationally;
- Raise profile of Nunavut public library services within the government, with patrons and literacy groups;
- Provide public library staff with training opportunities; and
- Facilitate the move of library headquarters to Baker Lake.

### **Sport Nunavut**

Sport Nunavut is responsible for the promotion and development of amateur sport in Nunavut by delivering programs and services for the development of athletes, coaches, and officials in Nunavut. Sport Nunavut's clients in sport development are registered territorial sport organizations and Nunavut sport clubs. Sport Nunavut also co-ordinates and provides funding for Nunavut's participation in major multi-sport games such as the Arctic Winter Games, Canada Summer and Winter Games, Western Canada Summer Games, and the North American Indigenous Games.

### **Objectives**

- To provide Nunavummiut with access to coaching and sport programs and services at the community and territorial levels.
- To identify and prepare athletes, coaches and officials for becoming involved in multi-sport games.
- To provide positive sporting experiences to help Nunavummiut make healthy lifestyle choices with regard to physical activity and sport.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Sport Program Support</b>		758	818
These programs are designed to support sport programs in their administration and operations.			
<b>Sport Nunavut Programs</b>		1,720	1,500
These programs are designed to assist Sport Nunavut fund the delivery of programs and services including training and development of Nunavummiut and include programs such as: organization funding, sport development funding, events and games funding.			
<b>Total, Sport Nunavut</b>		<b>2,478</b>	<b>2,318</b>

#### **Priorities (2003-04)**

- Advance the transition of Sport Nunavut into an arms-length organization;  
**Status:** *Extensive research on similar organizations in other jurisdictions has been compiled and CLEY intends to complete the process by summer 2004. Sport Nunavut coordinated and provided funding for Nunavut's successful participation at the 2003 Canada Winter Games, 2003 Western Canada Summer Games, and the 2004 Arctic Winter Games.*
- Ensure training for coaches, officials, recreation leaders and facility operators meets the needs of a growing population and develops healthy lifestyles.  
**Status:** *Through the territorial sport organizations we provided numerous training opportunities for coaches, officials and players.*

#### **Priorities (2004-05)**

- Develop a plan to increase the number of volunteers in sport, including coaches, and to retain them;
- Build capacity with volunteers within Territorial Sport Organizations;
- Ensure continued access to existing recreational facilities; and
- Work collaboratively with teachers to improve educational sport programs, services, and opportunities in schools.

## Recreation and Leisure

The Recreation and Leisure Division builds capacity in communities through the development of local recreational opportunities, leadership and recreational sporting events at the community level. The division encourages Nunavummiut to volunteer and engage in regular physical activity/active living for stronger, healthier communities.

### Objectives

- To provide Nunavummiut with the opportunity to have positive volunteer experiences.
- Through the Active Living Campaign, to address the level of physical inactivity in Nunavut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Recreation Program Support</b>		782	826
These programs are designed to support recreational programs in their administration and operations.			
<b>Recreation and Leisure Programs</b>		1,180	917
These programs are designed assist communities in training opportunities and developing recreational activities and events at the community level. Recreation and Leisure Programs include training for community recreation leaders and facility operations.			
<b>Total, Recreation and Leisure</b>		<b>1,962</b>	<b>1,743</b>

### Priorities (2003-04)

- Facilitate the development and retention of community volunteers in sport, recreation, and leisure through volunteer workshops at the community level;

**Status:** *This is an on-going initiative. A substantial number of Arctic Communities Workshops were held this year.*

*We developed an Active Living Campaign and completed supporting materials which will be introduced through schools and community recreation programs in the spring.*

- Ensure training for coaches, officials, recreation leaders and facility operators meets the needs of a growing population and develops healthy lifestyles.

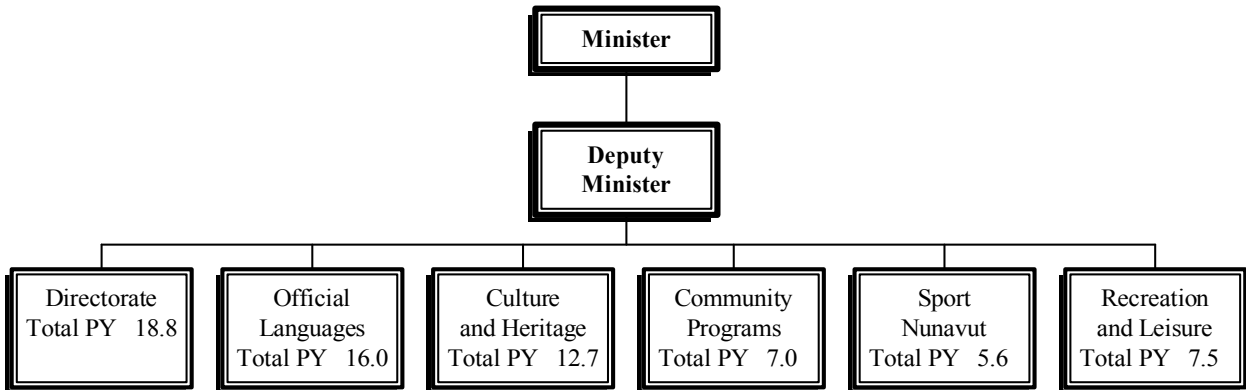
**Status:** *Through the Municipal Training Organization we provided training to both the recreation leaders and the facility maintainers.*

**Priorities (2004-2005)**

- Promote the concept of Active Living to all Nunavummiut;
- Build capacity at the community level in volunteers and recreation professionals;
- Ensure continued access to existing recreational facilities;
- Develop a plan to recruit, recognize and retain volunteers in recreation and leisure; and
- Work collaboratively with teachers to improve educational activity programs, services, and opportunities in schools.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	64.6
Vote 4/5 PYs	3.0
Revolving Fund PYs	0.0
<b>TOTAL PYs</b>	<b>67.6</b>

## **Departmental Roles**

### **Directorate**

The Directorate includes the offices of the Deputy Minister and the Assistant Deputy Minister. The Directorate is responsible for strategic planning and the provision of overall direction and management for the department. This includes the setting of goals and objectives for all divisions, monitoring progress to ensure that the department achieves its objectives, and communication with the public. The Deputy Minister and Assistant Deputy Minister provide advice to the Minister and to Cabinet on matters relating to the department.

### **Corporate Services**

Reporting to the Deputy Minister, the Corporate Services Division coordinates budget development and control, processes invoices and provides administrative support services such as records management, human resources, purchasing and information technology to all divisions. The division also administers grants and contributions funding in all areas with the exception of Official Languages.

### **Policy and Planning**

Reporting to the Deputy Minister, the Policy and Planning Division is responsible for providing policy and planning advice to the entire department. The division coordinates strategic planning, and develops departmental policy for Cabinet approval.

### **Inuit Qaujimajatuqangit**

Reporting to the Deputy Minister, the Inuit Qaujimajatuqangit Division coordinates Inuit Qaujimajatuqangit across the government. This division provides administrative support to the Inuit Qaujimajatuqangit Katimajit and chairs the interdepartmental Tuttarviit committee. The division is also responsible for implementation of Inuit Qaujimajatuqangit in all aspects of our departmental operations.

### **Official Languages**

Reporting to the Assistant Deputy Minister, Official Languages supports all GN departments in their provision of Government services in Nunavut's official languages. The division is responsible for provision of translation services for the Government through the Nunavut Language Bureau in Kugluktuk. Official Languages negotiates, manages and implements the Official Languages Agreement with Canada and administers the *Official Languages Act*. The division acts as a catalyst to implement initiatives aimed at preserving, retaining and nurturing Inuktitut as the working language of Nunavut.

### **Community Programs**

Based in Igloolik and reporting to the Assistant Deputy Minister, Community Programs is the community and organizational development arm of the department. The division funds programs and services to support elders, and youth and for the promotion of Nunavut's culture and heritage. Community Programs also provides hands-on developmental support to individuals and community organizations across Nunavut to help them obtain resources and to acquire the skills and expertise needed to achieve the department's objectives through community based initiatives.

### **Culture and Heritage**

Reporting to the Assistant Deputy Minister, with the majority of its resources in Igloolik, the Culture and Heritage Division is responsible for conserving Nunavut's heritage resources through comprehensive archaeology, toponymy, museums, archives and libraries programs. The division supports the growth of Nunavut's artistic community and develops policies and programs aimed at conserving, protecting and enhancing the cultural richness of Nunavut.

### **Sport Nunavut**

Based in Baker Lake and reporting to the Assistant Deputy Minister, Sport Nunavut is responsible for the promotion and development of amateur sport in Nunavut by delivering programs and services for the development of athletes, coaches, and officials in Nunavut.

### **Recreation and Leisure**

Based in Igloolik and reporting to the Assistant Deputy Minister, the Recreation and Leisure Division builds capacity in communities through the development of local recreational opportunities, leadership and recreational sporting events at the community level.

### Financial Summary

Branch	2003 - 2004 Main Estimates		2004 - 2005 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	1,828	17.0	1,961	18.8
Grants & Contributions	0		0	
Other O&M	898		861	
<b>Subtotal</b>	<b>2,726</b>		<b>2,822</b>	
<b>OFFICIAL LANGUAGES</b>				
Salary	1,132	16.0	1,163	16.0
Grants & Contributions	300		300	
Other O&M	394		387	
<b>Subtotal</b>	<b>1,826</b>		<b>1,850</b>	
<b>CULTURE AND HERITAGE</b>				
Salary	1,559	17.7	1,165	12.7
Grants & Contributions	1,668		1,668	
Other O&M	905		700	
<b>Subtotal</b>	<b>4,132</b>		<b>3,533</b>	
<b>COMMUNITY PROGRAMS</b>				
Salary	575	6.0	721	7.0
Grants & Contributions	500		500	
Other O&M	307		402	
<b>Subtotal</b>	<b>1,382</b>		<b>1,623</b>	
<b>SPORT NUNAVUT</b>				
Salary	409	6.0	494	5.6
Grants & Contributions	1,720		1,500	
Other O&M	349		324	
<b>Subtotal</b>	<b>2,478</b>		<b>2,318</b>	
<b>RECREATION AND LEISURE</b>				
Salary	662	10.0	631	7.5
Grants & Contributions	782		712	
Other O&M	518		400	
<b>Subtotal</b>	<b>1,962</b>		<b>1,743</b>	
<b>TOTAL</b>	<b>14,506</b>	<b>72.7</b>	<b>13,889</b>	<b>67.6</b>



## APPENDIX II: Bathurst Mandate Status Report

Principle	Status
1.5.1 Work with communities to: create within each department of the Government of Nunavut the ability to support community capacity building	Each year, CLEY provides \$6 Million in its grants and contributions budget for community based activities related to language, culture, heritage, communications, arts, sport, recreation and leisure, including \$569,000 for capital projects, all of which contribute to community-based capacity building initiatives. Our department is focusing on developing a healthy sense of identity amongst Nunavut youth and is making a concerted effort to support suicide prevention through research and development of programs for youth. The Community Programs Division provides liaison between communities and the department, actively supporting community capacity building through community visits and regular teleconference calls with elders and youth committees across the territory. The Recreation and Leisure and Sport Nunavut divisions develop local recreational opportunities, leadership and recreational sporting events at the community level. Sport Nunavut also supports amateur sport and delivers programs to develop Nunavut's athletes and coaches.
2.1 Remove, consolidate or integrate un-needed government structures	CLEY restructured itself to create more efficient and effective reporting structures to better serve the public. The new structure established more accessibility and provides guidance to divisional staff. The department's application process for grants and contributions has been reviewed to ensure it meets the needs of applicants. The Official Languages Division is spearheading the development of new language legislation. The department established the Inuit Qaujimagatuqangit Katimajit and the interdepartmental Tuttarviit to coordinate IQ efforts across government.
2.3 Allow broad public access to all laws and to government policies, forms and program information in English, French and Inuktitut in all its forms.	CLEY has broadened its website substantially for easy access to the department, the Virtual Museum, and to resources such as application forms for grants and contributions and all public documents.
2.4 Write and maintain simple and understandable policies for every government department.	CLEY has developed and/or simplified the following policies: Grants & Contributions Policy, Capital Contributions Policy, Recreation and Leisure Grants & Contributions Policy, Recreation Facilities Program Policy, Sport Nunavut Grants & Contributions Policy, Translation Policy, and Human Remains Policy. In addition, Canada and Nunavut have jointly completed and passed the Nunavut Archaeological and Paleontological Site Regulations. CLEY is working on policies on Inuit Qaujimagatuqangit, Internal Language Use, Interpretation, Nunavut Arts Council, and Nunavut Archives.
2.6 Recognize the need to support Nunavummiut in each age group to participate in community life and the life of Nunavut.	The department has held elders conferences and youth peer counseling workshops in all regions. Each year CLEY makes project funding available for community based culture and language activities, as well as sport, recreation and leisure. CLEY also offers grants and contributions for projects especially for elders and youth. Working at the community and territorial levels, the Sport and Recreation Divisions develop programs and services to encourage all Nunavummiut to get physically active, and get involved with sport and recreation.

<p>3.10 Build an effective, functional and skilled public service, which is responsive to the public it serves and increasingly representative of the population in Nunavut.</p>	<p>CLEY takes a lead role in developing policies and planning to make Inuktitut the working language of government. The department chairs a working group of Assistant Deputy Ministers called “Inuktitut as a Working Language by 2020”. CLEY’s new Inuit Qaujimajatuqangit Division takes the lead coordinating role in supporting Inuit Qaujimajatuqangit initiatives across government. CLEY’s Director of Inuit Qaujimajatuqangit chairs the interdepartmental Inuit Qaujimajatuqangit Committee Tuttarviit and is the liaison between the government and the external advisory body, the Inuit Qaujimajatuqangit Katimajit.</p>
<p>4.7 Respond to the generation of passive speakers of Inuktitut in all its forms.</p>	<p>CLEY supports many language development initiatives through grants and contributions funding for individuals and community based organizations that support the enhancement, preservation and promotion of Inuktitut. The department has organized Inuktitut terminology workshops, developed the Living Dictionary project, and funded language week activities, such as the Nunavut Literary Prize and youth poster contests. The department also protects oral history, working with elders to collect, record, and preserve their stories.</p>
<p>4.8 View every element of the government budget as a potential training budget.</p>	<p>The major departmental restructuring provided staff with divisional leaders and clearer accountability. It also created a number of developmental positions that are giving staff the opportunity for “on-the-job” training. In communities, CLEY provides training and development for youth and elders committees, public libraries staff, sport and recreation coaches, officials and local recreation leaders and facility maintainers.</p>
<p>Under the leadership of the Departments of HR and CLEY, every department will develop and implement, for current and future employees: a strategy to support the Inuit Employment Plan; a strategy for on-the-job training and mentoring; a Nunavut orientation and language skills program.</p>	<p>CLEY is a leader in Inuit employment and participates in government-wide Inuit employment strategic planning. Each division in the department includes staff training in its yearly work plans. The department is working in partnership with the Department of HR to develop and conduct Inuit Qaujimajatuqangit orientation programs that include language training.</p>
<p>4.14 Put into place strategies to develop Nunavummiut in every profession as part of a resident work force.</p>	<p>CLEY continues to recruit Inuit employees and has introduced training and mentoring programs. Through its reorganization, the department has direct appointed a number of beneficiaries to manager and director positions. It has also established a number of developmental positions through its Archaeology Program. The department also hires local youth to work on archaeological excavations and trains them in the field of archaeology.</p>

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## **INTRODUCTION**

The new Department of Economic Development & Transportation's (EDT) role is to stimulate economic development and support advancement of opportunities to prepare Nunavummiut to participate in traditional and growing global economies. This includes the responsibility for maintaining and enhancing existing transportation infrastructure in Nunavut by actively pursuing more efficient air, road and marine systems.

### **Our Mission**

We work together in partnership to support Nunavummiut in stimulating and strengthening the economy and ensure the safe and effective movement of people, knowledge, and goods.

### **Our Vision**

*A strong economy with a safe, effective transportation system that benefits Nunavummiut.*

### **Our Principles and Values**

- Transparency and accountability to Nunavummiut.
- Inuit Qaujimajatuqangit guide us in the way we develop and deliver our programs and services.
- Capacity building in communities strengthens Nunavut and allows for increased self reliance.
- A strong economy with opportunities for all Nunavummiut.
- An accessible and safe transportation system.
- Provide infrastructure to improve access throughout Nunavut.
- Local participation and inclusiveness in decision making.
- An integrated approach to development with our partners.
- Continued improvement of skills, knowledge and abilities through lifelong learning and capacity building.
- A strong resource sector that shows respect for our land and people.
- Respect for our elders and for the future of our children.

### **Inuit Qaujimajatuqangit**

EDT is committed to the implementation of Inuit Qaujimajatuqangit (IQ) in the workplace. This commitment is reflected through the establishment of an Inuit Qaujimajatuqangita Isumaksaqsuqtingit (IQI) Committee. This committee was recently formed in January 2004 to provide advice and recommendations to the department on IQ

related issues. One of the specific roles of IQI is to review and provide input into policy and program development to ensure that the principles of IQ are reflected in departmental programs, services, legislation and regulations. This includes providing advice on the department's Inuit Employment Plan.

With a foundation based on Inuit knowledge, culture, values, and recognition of the needs and desires of the community and consultation, the department strives to provide programs and services that best meet the needs of Nunavummiut.

**Inuit Qaujimagatunqangit Priorities (2004-05)**

- IQ Coordinator will continue to provide initial review and recommendations for all policies developed by EDT;
- IQI reviews and makes recommendations on all documents in the department;
- IQI provides advice and recommendations on any proposed communication and consultations advanced by EDT;
- Terminology workshops;
- IQI reviews and provides recommendations on training plans of internship staff and beneficiary employees;
- Inuit employees are involved in recruitment of all positions in the department;
- Staff information session with elders on EDT related topics.

## **ENVIRONMENTAL SCAN**

### **Economic Growth and Development**

Nunavut has a unique mix of land-based and wage economies. Balancing traditional activities, including hunting, fishing, trapping and the arts, with the wage economy is a priority. Within the wage economy, the three sectors that offer the greatest potential for further development are mineral and petroleum resources, fisheries and tourism. As these economies grow, trade and export will need to play a role in Nunavut's economic prosperity. At the same time, communication and information technology are major barriers to development.

### **Transportation**

Transportation affects the lives of Nunavummiut everyday. Much of what Nunavummiut value - jobs, health, education, leisure time - are all impacted by the quality and availability of transportation. Transportation is different in Nunavut as compared to other areas of Canada. Weather severity, the great distances between communities and southern Canada, and a small market, are some of the challenges Nunavut faces in providing transportation services and infrastructure.

### **Mineral Exploration and Development**

Despite recent mine closures at the Polaris and Nanisivik mines, prospects for mineral development in Nunavut over the next decade are excellent – particularly for diamonds, gold and base metals.

### **Improving Airports**

Air transportation is the only year round means to access neighboring communities, other regions and southern Canada. Many airports require improvements for safety, maintenance reasons and the need to accommodate newer and more efficient aircraft which will lead to lower cost and improved air services.

### **Land and Resource Management Control**

Imperative to economic development is the need to have control for land and resource management responsibilities. This would provide valuable sources of funding through petroleum royalties to the territory. Devolution of authority for land management is critical for our self-reliance and EDT is committed to supporting the negotiations.

### **Petroleum Exploration and Development**

Nunavut has proven oil and gas potential. Known reserves account for 5% of known oil reserves and 15% of known gas reserves in Canada. Future development will have to address challenges created by year round ice cover, remote location, and the limitations of technology.

### **Small Business Training and Development**

The private sector, especially small Nunavut-based business, is still a very small proportion of the whole economy. Many business opportunities require skills and capital that small and Inuit businesses do not currently possess. We need to support the young and growing population of Nunavut through capacity building, continued learning and skill development to ensure that all Nunavummiut have choices and opportunities.

### **Improving Community Harbours**

All Nunavut communities depend on annual re-supply and access to the ocean for traditional subsistence harvesting, while others rely on this access for an emerging and ever increasingly important, commercial fishery. The lack of proper marine facilities impacts on the safety and efficiency of Nunavut's community harbors and has hindered the development of commercial fisheries.

### **Community Economic Development**

Community economic development is a community-based, bottom-up approach to planning and development that combines economic, social, cultural and environmental priorities and goals. It is challenging to ensure the full participation of community members in development, to identify and build on local resources, to provide full access to development opportunities and to support community capacity building.

### **Distribution and Export**

Nunavut lacks mechanisms to support trade of locally produced products through branding, marketing, supply and distribution. There is a need to foster the development of value-added industries in arts and crafts, traditional harvesting and eco-tourism.

### **Investment Attraction**

Attracting investment from outside Nunavut is vital to the overall improvement to the economy. There is a need to research and analyze investment opportunities such as fostering co-management, building participation capacity in business undertakings and development of value-added industries.

### **Tourism Development**

The tourism sector provides a valuable export product for the Territory. It is an important source of external capital, including promotion of Inuit culture and as well as the territory's natural resources. Barriers to capitalizing on tourism opportunities include the need for better promotion, development of appropriate standards and regulations, and infrastructure development.

### **Alternate Financing Systems**

There is a lack of community banking and financial systems. Development of viable alternate banking systems that will support community economic development and marketing is required.



### **Leveraging Funding**

The unique needs and circumstances of Nunavut need to be recognized and properly resourced. Leveraging adequate funding from Canada is a challenge.

### **Critical Issues**

EDT faces several critical issues with associated challenges that impact on the accomplishment of our goals and objectives. These include:

- Ensuring IQ is the basis for EDT programs and services;
- Meeting Inuit employment objectives;
- Continuing to support a decentralized government model;
- Increasing public scrutiny regarding economic development opportunities;
- High transportation costs and the need to improve services;
- Ongoing need to leverage additional outside funding to support development activities;
- Federal regulatory burden affecting territorial program costs.

## **STRATEGIC LINK TO THE BATHURST MANDATE**

### **Healthy Communities**

EDT understands that community economic development (CED), is part of community development (CD). Our mission expands on the community focus of the Bathurst Mandate by looking at the opportunities for Nunavummiut to actively participate in the mixed economy in productive ways. Through a comprehensive review of our existing programs and services for CED, upcoming changes will address our unique northern circumstance. The basis for these changes is dependent upon our ability to contribute toward the development of adequate infrastructure as a prerequisite for development and opportunities – a challenge that we share with a number of our partner departments. This includes the need to ensure that our people have the skills and abilities to actively take a leadership role in the new economy.

### **Self-Reliance**

Building on our focus on healthy and sustainable communities, is the need to support leadership and capacity building – at individual, community and territorial levels. At an individual level, self-reliance is contingent upon our ability to secure an adequate knowledge base for participating in an emerging commercial economy, while maintaining IQ knowledge. At the community and territorial level, we recognize the need to be competitive in the national and global markets.

### **Simplicity and Unity**

The department has been established to support a better understanding of economic development and transportation objectives. Further, a review of corporate and strategic processes and mechanisms has brought about shifts in financial management for enhanced accountability.

### **Continued Learning**

It is recognized by EDT that all budgets are to include a training component. All departmental staff, including senior management has been strongly encouraged to deliver upon Inuit employment strategies in a realistic manner.

## CORE BUSINESS

The scope of responsibility for EDT ranges from local, regional and national development activities in support of key sectors of the northern economy, while at the same time, ensuring that access and mobility to goods and services are provided to communities and residents fairly. EDT works in an integrated manner with several other Government of Nunavut departments and agencies to fulfill this directive and takes a cooperative and partnership approach to departmental initiatives. EDT is also cognizant that development activities ensure the wise use of our natural resources upon which many Nunavummiut depend upon for their livelihood. To achieve this end, EDT concentrates on five lines of core business:

	Budget (\$000)	
	2003-04	2004-05
Advisory & Administrative Services	4,311	4,108
Community Capacity Building	14,023	13,151
Tourism, Trade & Export Development	2,701	2,616
Minerals & Petroleum Resources	1,641	1,619
Transportation	15,738	15,895
<b>TOTAL</b>	<b>38,414</b>	<b>37,389</b>

### Advisory & Administrative Services

Advisory and Administrative Services provides overall central leadership and direction to EDT. This includes information and support to the Ministers' office, policy and communications, financial and human resource management, and accounting and administrative services for headquarters and regional operations. This line of business also monitors overall progress on key cross government priorities, including implementation of Inuit Qaujimagatuqangit, and Inuit employment.

Programs	Budget (\$000)	2003-04	2004-05
<b>Directorate</b>		1,161	1,097
<b>Strategic and Corporate Services</b>		1,751	1,775

The Directorate is responsible for overall management and direction of EDT and communicates through the offices of the Deputy Minister and Assistant Deputy Ministers of Economic Development and Transportation.

Strategic and Corporate Services oversees all policy development, corporate planning, administrative, financial and human resource management, as well as ensuring effective communications within the department, the GN, and with Nunavummiut.

<b>Community Operations Management</b>	1,399	1,236
Community Operations Management is responsible for overall program and financial management, and administrative services to the three operations offices located in Pond Inlet, Rankin Inlet and Kugluktuk.		
<b>Total, Advisory &amp; Administrative Services</b>	<b>4,311</b>	<b>4,108</b>

**Priorities (2003-04)**

- Review draft establishment policy options, with a view towards developing a GN Sustainable Development Policy that explains who we are and what we do  
**Status:** *Not applicable – department refocused in 2003/04.*
- Expand Inuit Qaujimanituqangit Committee focus to include recruitment and retention of Inuit employees.  
**Status:** *Revitalized IQ committee - TOR and action plan for 04/05 developed.*
- Improve transparency and public relations through the establishment of a communications branch.  
**Status:** *A communications section was established and staffed*
- Implementation of Inuit Employment Plan  
**Status:** *Assisted with the creation of seven departmental Interns.*

**Priorities (2004-05)**

- Lead development of EDT Business Plan, program evaluation and establishment of targets and performance measures.
- Lead and assist in the development and implementation of strategic policy initiatives
- Advance discussions with Canada for an Economic Development Agreement.

## Community Capacity Building

The Community Capacity Building line of business focuses on working in partnership with communities, third party program delivery agencies, and Inuit organizations to develop and provide policy support to programs and services in support of community capacity building and community economic development. This includes community approaches to training and professional skills development.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
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<b>Economic Development and Innovation Management</b>		264	283
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This program is responsible for overall management and direction of the Community Capacity Building and Tourism, Trade & Export Development section.

<b>Community Capacity Building</b>		2,065	1,785
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The Community Capacity Building program area promotes sustainable economic growth, sustainable livelihoods and community capacity building, by providing information, support, and advice to individuals and organizations, and by supporting community operations in the development and delivery of programs.

<b>Business Development Centres</b>		700	800
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Business development centres support employment creation by financing small and medium sized enterprises who can not obtain financing from normal sources. This support includes lending, technical assistance and other activities to support businesses and other private projects to develop employment opportunities in Nunavut.

<b>Nunavut Economic Developers Association (NEDA)</b>		100	100
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NEDA receive a grant to supports community economic developers in Nunavut communities through organizational support, capacity building, and the provision of information and advice. NEDA facilitates training and certification to enhance service delivery of community economic development officers.

<b>Community Economic Development Officer (CEDO)</b>		2,400	2,220
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The funding of a CEDO for all of the communities provides an on-the-ground presence to assist in the delivery of EDT programs at the community level. CEDOs further bring business expertise to the communities, which may otherwise be absent or too expensive for new business to afford and assist in the partnering with other agencies in similar areas of endeavor. Training development of CEDOs is also included in this contribution.

<b>Nunavut Arts and Crafts Association (NACA)</b>		200	200
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The grant to NACA provides support for training, marketing, promotion, product development, material and tool supply, and serves as the principal lobby group and information source for the arts and crafts sector.

<b>Nunavut Film Commission</b>	50	375
The Nunavut Film Commission supports Nunavummiut who work in film, television and new media in Nunavut. This funding grant is provided for the commissioner's office as well as implementing the policy.		
<b>Contributions to Business Development (CBD)</b>	1,189	750
CBD provides assistance to individual and businesses to encourage economic growth and diversification.		
<b>Community Initiatives Program (CIP)</b>	2,900	2,900
This program is designed to work in partnership with community development programs to build a stable economic base at the regional and community levels. The objectives include, diversifying community and territorial economic base, improving Nunavut's competitive position, strengthening technical, entrepreneurial, business and management skills and stimulating long-term employment opportunities through capital investments.		
<b>Nunavut Broadband Development Corporation (NBDC)</b>	0	50
The contribution toward the NBDC is to assist in the reaching their goal of providing public access to high-speed Internet services in all Nunavut communities by 2005.		
<b>Nunavut Economic Forum (NEF)</b>	0	50
The funding for NEF is cost shared with our partners, NTI and INAC, to allow coordination of the implementation of the Nunavut Economic Development Strategy.		
<b>Nunavut Development Corporation (NDC)</b>	3,465	3,188
NDC is a crown corporation directed to promote community-based economic development by establishing and managing directly or by investing in and providing support to, companies, businesses, and projects to create jobs, stimulate business growth, and promote economic diversification and stability. NDC presently operates in the arts and crafts and the fish and meat processing economic sectors.		
<b>Nunavut Business Credit Corporation (NBCC)</b>	690	450
The NBCC is a crown corporation directed to stimulate economic growth, development, and employment in Nunavut through investment in territorially based businesses. NBCC provides a combination of last resort financing and micro-financing support for higher risk entrepreneurial ventures. Specific financing provided includes term loans, loan guarantees and contract security bonding to enterprises that cannot obtain the necessary financing from other conventional financial institutions.		
<b>Total, Community Capacity Building</b>	<b>14,023</b>	<b>13,151</b>

**Priorities (2003-04)**

- Restructure support for municipal economic development workers.

**Status:** *Restructured support for the CEDOs.*

- Implement approved business development policies, including business centres.  
**Status:** *Implemented approved business development policies.*
- Implement Nunavut Broadband Task Force Report recommendations.  
**Status:** *Implemented Nunavut Broadband Task Force Report recommendations.*
- Coordinate Proposed 'Boston' Business Mission.  
**Status:** *Mission undertaken in March 2004.*
- Propose Changes to NDC Act  
**Status:** *Action deferred.*
- Launch the Carving Stone Supply Program  
**Status:** *Deferred.*
- Implement policy and program on 'Fakelore'  
**Status:** *Preliminary options for branding developed.*

**Priorities (2004-05)**

- Develop northern innovation and development in key sectors of the economy through the *Nunavut Economic Development Strategy*.
- Promote training to advance business development and entrepreneurial skills at community and regional levels.
- Lead implementation of the *Community Economic Development Policy Framework* for the GN.
- Support locally produced products through branding, marketing, supply and distribution.
- Support the expansion of community access to financial mechanisms.

## Tourism, Trade & Export Development

The Tourism, Trade and Export Development business line engages in a wide range of sectors. Tourism programming supports the development of the tourism industry through community-based product delivery and focused marketing strategies. Trade programming develops trade policy to facilitate entry of Nunavut products into national and international markets. It also supports the promotion of Nunavut products through branding, marketing and distribution strategies.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Export Development and Trade</b>		337	441
The Export Development and Trade Program supports Nunavut businesses in attracting investment, leveraging assets, streamlining operations, and building management capacity to take advantage of trade opportunities. The program also helps to coordinate federal, provincial and territorial programs and services to support Nunavut trade.			
<b>Nunavut Tourism</b>		2,364	2,175
This grant supports Nunavut Tourism, to provide programming for the tourism industry in Nunavut. Tourism development fosters effective partnerships and builds towards consensus with all stakeholders. It ensures a supportive legislative and policy environment and removes obstacles for growth.			
<b>Total, Tourism, Trade &amp; Export Development</b>		<b>2,701</b>	<b>2,616</b>

### Priorities (2003-04)

- Develop trade & export readiness policy and program options.

**Status:** *Discussions are continuing with partner organization*

### Priorities (2004-05)

- Support investment attraction in Nunavut.
- Develop consistent and appropriate tourism standards and certification.
- Negotiate MOU and renew agreement with Nunavut Tourism.



## Minerals & Petroleum Resources

This business line is responsible for encouraging and supporting the development of sustainable mining and petroleum industries in Nunavut. This includes the development of a streamlined permitting and regulatory regime and legislation to support resource management and development, geo-science information infrastructure, support for prospectors, building investor confidence and liaison with key players including industry, local service sectors and potential workforce participants.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Resource Industry Development</b>		623	370
The purpose of this program is to foster growth and investment in Nunavut's resource sector.			
<b>Prospector Development</b>		266	225
Established under the Prospector Development Policy, this program invests in the prospectors of Nunavut through financial and technical support.			
<b>Geo-Science</b>		450	450
The Geo-Science program, in partnership with INAC and NRC is focused on the development of information infrastructure in Nunavut with the intent of increasing investment by the mining industry, increasing understanding of the geology of Nunavut, GIS services and training, and building local expertise in geoscience.			
<b>Community Minerals Awareness</b>		302	574
This program area involves building awareness of minerals and petroleum resource issues in the communities so that communities can respond to development from a position of knowledge and understanding of potential impacts and opportunities.			
<b>Total, Minerals &amp; Petroleum Resources</b>		<b>1,641</b>	<b>1,619</b>

### Priorities (2003-04)

- Develop mineral exploration and mining policy options.  
**Status:** *Towards a Mineral Exploration and Mining Strategy discussion paper completed.*
- Support Strategy for building small fixed and rotary wing aircraft infrastructure in Nunavut.  
**Status:** *Participated in discussion. - former CGT department was the GN lead.*
- Support Strategic Road and port projects in Support of Sustainable Development.

**Status:** *Participated in discussions - former CGT department was the GN lead.*

- Provide free access throughout the territory of the existing digital topographic database of Nunavut.

**Status:** *Nunavut Geo-science partnership through Canada Nunavut Geosciences Office (CNGO) at full capacity and first generation of mapping projects completed.*

- Continue prospector development, through assistance to prospectors to complete agreements with industry.

**Status:** *Prospector development program delivered in 13 communities with 143 graduates.*

*Financial and technical support provided to 34 independent community based prospectors.*

- Work with NRCan and INAC to facilitate oil and gas exploration and development activity in Nunavut.

**Status:** *On-going.*

#### **Priorities (2004-05)**

- Develop the *Nunavut Mining Strategy* with INAC, NTI industry and Nunavummiut.
- Support negotiations with the federal government regarding devolution of authority for land and resource management to the GN.
- Work with Natural Resources Canada and INAC to facilitate petroleum exploration and development activities in Nunavut.

## **Transportation**

Transportation Services is comprised of four programs. Transportation Policy and Planning is responsible for planning road, marine and air infrastructure development. Motor Vehicles is responsible for driver testing, licensing, registering motor vehicles, issuing general identification cards and road safety. Nunavut Airports and the Iqaluit Airport are responsible for the operation of airports.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Transportation Policy &amp; Planning</b>		802	922
Develops and implements long and short-term plans and strategies for Nunavut's transportation system.			

<b>Motor Vehicles</b>	1,060	1,140
Ensures established motor vehicle regulations and safety codes are enforced as required as they apply to all drivers and motor vehicles operating in Nunavut.		
<b>Nunavut Airports</b>	11,259	10,766
Ensures safe and efficient airport services and facilities are available in all Nunavut communities.		
<b>Iqaluit Airport</b>	2,617	3,067
Oversees the operation and the Emergency response system for the Iqaluit airport which is designated by Transport Canada as an International Alternate Use Refuelling Only Aerodrome.		
<b>Total, Transportation</b>	<b>15,738</b>	<b>15,895</b>

#### **Priorities (2003-04)**

- Complete the Nunavut Air Services Study and develop recommendations to achieve cost and service improvements for Nunavummiut.

**Status:** *Study completed and sent to all Mayors and MLAs in June. An Expression of Interest based on the Study released to air carriers in September. Discussions underway with air carriers about possible service improvements.*
- Seek operational and capital funding improvement from Transport Canada and NAV Canada for community airports.

**Status:** *An Airport Investment Strategy was completed and submitted to Transport Canada - negotiations underway. Negotiations are currently under way to move the CARS training from Ft. Smith to Rankin Inlet.*
- Continue working with Transport Canada and International Civil Aviation Organization to have the Iqaluit Capital Airport designated as an International Airport.

**Status:** *Airport Investment Strategy was completed and submitted to Transport Canada - negotiations underway.*
- Advance the Nunavut-Manitoba and the Bathurst Inlet Road projects. Build access roads and trails funded by the SHIP agreement, and other community and government sources.

**Status:** *Funding secured for the route selection study on the Nunavut-Manitoba Road. Funding provided for the next stage of the Bathurst Inlet Road study but work delayed due to lack of DIAND decision on environmental review.*

*Kimmirut Port & Road Pre-Feasibility Study completed and awaiting Cabinet decision.*

*GN capital plan funding obtained to support community access road construction starting in 2004. Road building under way in Chesterfield Inlet under the SHIP program and several other road projects are at the preliminary study stage.*

- Pursue enhancements to Nunavut's marine/fishery infrastructure through the Small Craft Harbour Program with DFO.

**Status:** *Kugluktuk Marine Facility dock/causeway will be completed.*

*A "Safe Harbours" investment strategy was completed and negotiations are underway with Canada for funding.*

- Adapt existing driver license requirements and materials to the needs of Nunavummiut.

**Status:** *Revised the "Restricted to Nunavut" driver's manual and test and versions in both in both English and Inuktitut completed.*

*Signed MOU with the Government of Manitoba to train Nunavut MVD staff members involved in driver examinations and vehicle inspections and began training.*

- Implementation of the General Identification Card program.

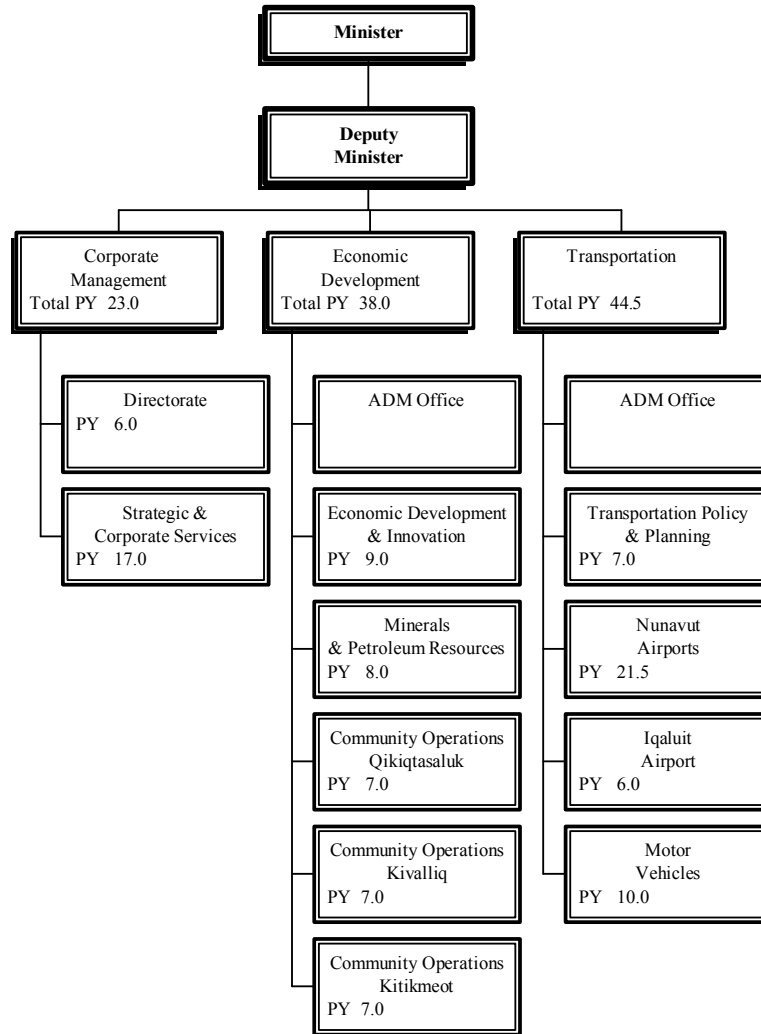
**Status:** *Completed.*

### **Priorities (2004-05)**

- Implement the *Nunavut Transportation Strategy* including:
  - Nunavut-Manitoba Road Project;
  - Bathurst Inlet Port and Road Project.
- Work in partnership with the Northern Air Transportation Association to implement recommendations from the *Nunavut Air Services Study*.
- Conclude discussions with DFO on funding to implement marine investment strategy *Safe Harbours - Healthy Communities*.
- Implement recommendations of the airport investment strategy – *Airports for Nunavummiut and their Economy* – in cooperation with Transport Canada.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure



Person Years (PYs)	Total
Vote 1 PYs	101.5
Vote 4/5 PYs	4.0
<b>TOTAL PYs</b>	<b>105.5</b>

## **Departmental Roles**

Economic Development and Transportation (EDT) is a newly formed department which has 109.5 full-time equivalent funded positions. The department was in a transitional period in 2003/2004 due to a restructuring of the former Department of Sustainable Development. Determination of resources required under the new EDT structure will continue into 2004/05. The department is headquartered in Iqaluit, Gjoa Haven and Rankin Inlet and is structured into three branches:

- Corporate Management
- Economic Development
- Transportation

### **Corporate Management**

Corporate Management is responsible for overseeing the management and operations of EDT including overall leadership and direction, financial management, policy development, corporate and human resource management, and communications. Corporate Management is made up of the Directorate Division, and the Strategic and Corporate Services Division.

### **Directorate Division**

The Directorate Division of EDT communicates through the offices of the Deputy Minister and two Assistant Deputy Minister for Economic Development and Transportation. The division is also responsible for the implementation of Inuit Qaujimagatuqangit, Inuit employment and cross-governmental strategies.

### **Strategic and Corporate Services Division**

The Strategic and Corporate Services Division is responsible for financial management and administration, staff development, staffing, regional/partner training, and controllership support services for EDT and its associated corporations. The division also prepares all budgets, tracks expenditure control, prepares funding submissions and evaluates program performance. Additionally human resources management, training and development, communications, policy and corporate planning work also falls under this division. This includes responsibility for research, information analysis, and advice regarding corporate and strategic policy and legislation development.

## **Economic Development**

The Assistant Deputy Minister of Economic Development has the overall responsibility for leading the promotion of economic development in Nunavut.

### **Economic Development and Innovation Division**

The Economic Development and Innovation Division, based in Pangnirtung, is responsible for economic development activities and works in partnership with communities, third party program delivery agencies, the territorial and federal governments, and Inuit organizations to develop and provide policy support, programs and services in support of community and business development. In addition, the division is also responsible for sectoral research, and all trade issues related to Nunavut at the territorial and national levels.

#### ***Nunavut Business Credit Corporation (NBCC)***

The NBCC, based in Cape Dorset, is an independent corporation, which supports community-based business development by lending to entrepreneurs in the private business sector in Nunavut.

#### ***Nunavut Tourism***

Nunavut Tourism, based in Iqaluit, encourages tourism development by providing specialized knowledge and expertise in five key areas: marketing, research, product development, training, and visitor services.

#### ***Nunavut Development Corporation (NDC)***

The NDC, based in Rankin Inlet, takes a partnership approach to working with businesses through direct investment.

## **Minerals and Petroleum Resources**

The Minerals and Petroleum Resources Division is responsible for all minerals, oil and gas development by working in partnership with the federal government, NTI and industry to support development of a sustainable mining industry in Nunavut. The division promotes the development of an effective regulatory environment and develops programs that build capacity in communities to positively benefit from mineral, oil and gas developments. The division also coordinates the development of sound information bases to support growth within the sector.

## **Community Operations**

Through the community operations line of business, EDT ensures that departmental programs are delivered and administered to meet the specific needs of each region and their communities. Community Operations also oversees transportation activities, and business development services.

## **Transportation**

The Assistant Deputy Minister of Transportation has the overall responsibility for transportation operations and planning and the associated divisional Directors.

### **Transportation Policy & Planning**

The Transportation Policy & Planning Division is responsible for planning road, marine and air infrastructure for Nunavut. The division is also tasked with advocating Nunavut's unique needs in any federal government transportation policy activity. The division is directly responsible for several federal funding programs including the Strategic Highway Infrastructure Program (SHIP), Canadian Coast Guard Remote Resupply Sites MOU and anticipated small craft harbours funding from Department of Fisheries & Oceans.

### **Nunavut Airports**

The Nunavut Airports Division is responsible for the operation of airports in Nunavut. The Director, through Managers of Facilities, Programs and Standards and Aviation Programs, ensures that facilities, Community Aerodrome Radio Station staff and equipment meet or exceed federal standards. This involves a close working relationship with Transport Canada as well as community governments that have contracted to operate and maintain airports.

### **Iqaluit Airport**

The Iqaluit Airport Division is responsible for the safe, efficient and effective management and operation of the Iqaluit Airport. The airport is designated by Transport Canada as a National Airport System facility. Iqaluit Airport serves a vital role supporting air transportation in Nunavut, trans-Atlantic air navigation, polar routes and North American Air Defense. The airport is an operational base for specialized activities such as medical evacuations, aerial surveillance, cold weather testing and military activity.

### **Motor Vehicles**

The Motor Vehicles Division is responsible for road safety, driver testing, licensing and records, registering motor vehicles, motor vehicle inspections, general identification cards and maintaining the motor vehicle accident database. This is accomplished through staff located in regional and headquarters positions, contractors, members of the RCMP and community by-law officers.



**Financial Summary**

Branch	2003 - 2004 Main Estimates		2004 - 2005 Main Estimates	
	\$000	PYs	\$000	PYs
<b>CORPORATE MANAGEMENT</b>				
Salary	2,311	25.0	2,399	23.0
Grants & Contributions	0		0	
Other O&M	601		473	
<b>Subtotal</b>	<b>2,912</b>		<b>2,872</b>	
<b>ECONOMIC DEVELOPMENT</b>				
Salary	3,623	38.0	3,687	38.0
Grants & Contributions	14,779		13,967	
Other O&M	1,362		969	
<b>Subtotal</b>	<b>19,764</b>		<b>18,623</b>	
<b>TRANSPORTATION</b>				
Salary	3,234	50.0	3,440	44.5
Grants & Contributions	0		0	
Other O&M	12,504		12,454	
<b>Subtotal</b>	<b>15,738</b>		<b>15,894</b>	
<b>TOTAL</b>	<b>38,414</b>	<b>113.0</b>	<b>37,389</b>	<b>105.5</b>

## APPENDIX II: Bathurst Mandate Status Report

Principle	Status
1.5.1 Work with communities to: create within each department of the Government of Nunavut the ability to support community capacity building.	<ul style="list-style-type: none"> <li>The department has completed a number of initiatives, including the development of a Community Economic Development policy framework for the GN (approved by Cabinet in December 2003) which will provide a great deal of support for community capacity building.</li> <li>Undertook negotiations with Canada to move the CARS Training from Fort Smith to Rankin Inlet – awaiting decision.</li> </ul>
1.5.2 Support and fund communities and programs in a manner consistent with [these] plans:	<ul style="list-style-type: none"> <li>Develop a means to fund community access roads and move the work on the Bathurst Inlet, Manitoba, and Kimmirut Roads to the next stage.</li> <li>Seek funding solutions for NAV Canada and Coast Guard funded programs and improvements to Transport Canada funding, particularly for the Iqaluit airport.</li> </ul>
1.5.4 Create long-term plans to sustain and improve community resources and access for each identified community need.	<ul style="list-style-type: none"> <li>Community needs for improved air services were identified through extensive consultation. This resulted in the <i>Nunavut Air Services Implementation Options Report</i>, which was released, and consultations with the airline industry to secure improved services for communities are under way.</li> <li>Completed an Airport Investment Strategy and presented it to Canada for funding</li> <li>Completed a Small Craft Harbour Investment Strategy and presented it to Canada for funding</li> <li>Secured funding for the route selection study of the Nunavut-Manitoba road</li> <li>Providing funding for the study of the Bathurst Inlet Port and Road Study.</li> <li>Conducted preliminary scoping study of a Kimmirut Port and Road.</li> </ul>
1.5.5 Work with Communities to: create and maintain on a community-by-community basis an Economic Strategy for Nunavut.	<ul style="list-style-type: none"> <li>Cabinet approved the Nunavut Economic Development Strategy in August and it was released in September of 2003. Implementation of the Strategy is being undertaken by the Nunavut Economic Forum, a collaborative structure of stakeholders recommended by the Strategy for this purpose, supported and funded by the GN, NTI and DIAND.</li> </ul>
2.1 Remove, consolidate or integrate un-needed government structures.	<ul style="list-style-type: none"> <li>This process is well under way. EDT underwent an internal reorganization in 2003, designed to simplify access and eliminate duplication. We have revised, consolidated or eliminated a number of our policies and programs and will continue with this process in the upcoming year.</li> </ul>
2.4 Write and maintain simple and understandable policies for every government department.	<ul style="list-style-type: none"> <li>Updated and implemented policies for transportation Initiatives.</li> <li>This is an ongoing process with no final date for completion. Currently policy review is timed on a 5-year cycle for each of our key program delivery areas. EDT's policy review process incorporates simplicity of delivery and structure, consistency with the principles of the Inuit Qaujimajatuqangit, accountability to the people of Nunavut and transparency in program development and delivery.</li> </ul>

Principle	Status
2.10 Work with others in Nunavut to simplify and enhance access to business support programs.	<ul style="list-style-type: none"> <li>This is an on-going process. EDT has revised and consolidated business support policies, provided additional funding to hamlets for Community Economic Development Officers and partnered with various organizations in order to simplify access to business support, including partnering with Industry Canada on the creation of the Canada-Nunavut Business Service Centre.</li> </ul>
3.5 Build local employment and strengthen and support local businesses and organizations while promoting effective competition.	<ul style="list-style-type: none"> <li>This is an ongoing process. The department has entered into a number of initiatives designed to support this goal. Implementation of the Nunavut Economic Development Strategy will do a great deal towards achieving strong local economies.</li> </ul>
3.6 Conclude agreements with the Government of Canada for public investment in key infrastructure (connectivity, roads, wharves, geoscience, mapping,).	<ul style="list-style-type: none"> <li>This goal has been partially realized and will be on-going. EDT has been successful in creating and/or supporting partnerships with Canada for geoscience infrastructure, broadband development, and preliminary research for road and port development, amongst others.</li> <li>In cooperation with other departments and NAM, develop a comprehensive approach to capital planning based on priority needs and strategic implications and use it to take advantage of Canada funding programs.</li> <li>Develop a means to fund community access roads and move the work on the Bathurst Inlet, Manitoba, and Kimmirut Roads to the next stage.</li> <li>Seek funding solutions for NAV Canada and Coast Guard funded programs and improvements to Transport Canada funding, particularly for the Iqaluit airport.</li> </ul>
4.8 View every element of the government budget as a potential training budget.	<ul style="list-style-type: none"> <li>This goal is being implemented on an on-going basis. EDT links our support on various projects, programs and partnerships to the development of training opportunities for Nunavummiut.</li> <li>Developed a road safety colouring book in Inuktitut and English for school children</li> <li>Completed an MOU with Manitoba to support training for motor vehicle staff</li> </ul>
4.14. Put into place strategies to develop Nunavummiut in every profession as part of a resident work force.	<ul style="list-style-type: none"> <li>This is an on-going goal. In 2003, EDT created three training and development positions to assist in the implementation of this process. We provide numerous training opportunities and encourage our partners to provide them as well. We encourage and support students in their studies and provide awards at the high school level to encourage interest in math and science.</li> <li>Undertook negotiations with Canada to move the CARS training from Fort Smith to Iqaluit – we are still waiting the final answer on funding</li> </ul>

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## **INTRODUCTION**

The Department of Education is one of the largest departments within the Government of Nunavut in terms of budget and staff. The range of responsibilities is vast, incorporating early childhood activities, schools, post secondary, income support and adult learning. This broad range of activity means that the department affects the lives of many residents across Nunavut.

### **Our Mission**

*Education provides the path and guides the life long learning journey of Nunavummiut by providing excellence in education and training so that Nunavummiut benefit from their past and create their own future for a productive, prosperous society.*

To deliver the excellence in programming implied by the mission, the department will consult and work in close partnership with the residents of Nunavut: Elders, communities, schools, Nunavut Arctic College, Inuit and business organizations, other Government of Nunavut departments and other levels of government.

### **Our Vision**

By the year 2020, the Department of Education envisions that:

*Nunavut is a place where well-informed individuals and communities respond to the needs of individuals and families and exercise the responsibility for local decision-making.*

### **Our Principles and Values**

Nunavut Education has a responsibility to deliver education to the people of Nunavut taking the best of the past and today. Contact with other cultures has brought dramatic changes for Inuit. These changes have raised many questions and issues about what is best, how to live, and what it means to be Inuit. Traditional beliefs, values, knowledge and skills are still felt to be important to the communities and the elders would like them passed on through the schools. As more Inuit teachers have graduated and some resources developed, this has started to happen but there still is a huge need.

The Government of Nunavut established major goals and priorities by the year 2020. Inuit language and culture are the basis of this vision. The Department of Education is one of the core departments that will bring about this change from a southern style to one that is suited to Nunavummiut. Some of this will happen through teacher training and development, curriculum and resource development, post-secondary education, training and skills development within Nunavut by Inuit in their language and through their culture but still respectful of others.

Every organization is guided by a set of principles, values and beliefs that shape the decisions of the organization. The Department of Education has established twelve guiding statements to guide departmental efforts. In this we believe that:

- Nunavummiut have a strong sense of belonging – to the land, to family, to a community – and are guided by a deep sense of knowing who they are and where they come from.
- Nunavummiut can learn and communicate in their language.
- Everyone’s learning is based on and flows from an Inuit Qaujimajatuqangit foundation of culture, history, traditions, heritage, and language.
- Nunavummiut recognize and respect the importance of learning as it allows citizens to take charge of their lives.
- Nunavummiut recognize the importance of the different kinds of learning; learning in the classroom is important as is learning on the land, as is learning in the community, as is learning from family members, elders, and others, as is learning in the workplace itself.
- Nunavummiut have opportunities at all stages of their lives to learn what they need to know to survive, mature, and contribute to their community and family.
- Recognizing that parents have the right and responsibility to nurture, support and have a say in their own and their children’s education, Nunavummiut take personal responsibility for their own learning and their children’s learning.
- Nunavummiut, with differing worldviews, understand and believe that Nunavut is a part of a larger worldview and welcome ongoing preparation to live in that changing global environment.
- Partnerships are encouraged within the education system. Students, parents, elders, teachers and school staff, government departments, the public and industry must work together to continually improve the education system.
- All students have a right and a responsibility to participate fully in learning opportunities and to contribute to an orderly and safe learning environment and, in appropriate circumstances, participate in decisions that affect their schools.
- The strength of communities is grounded in Inuit Qaujimajatuqangit and a commitment to educational leadership
- A multilingual environment enriches the community experience.

## **Inuit Qaujimajatuqangit**

The Department of Education is dedicated to ensuring Inuit Qaujimajatuqangit becomes the foundation for its programs and services. Every effort will be given to integrate Inuit traditions, values and vision into service delivery and day-to-day operations, and in the development of Early Childhood, K-12 and Adult Learning and Income Support programs.

To reflect the needs and wishes of Nunavummiut, the definition of Inuit Qaujimajatuqangit should evolve to reflect the wide range of community conditions and needs.

### **Inuit Qaujimajatuqangit Priorities (2004-05)**

- Advance and ensure that Inuit Qaujimajatuqangit is integrated into the workplace;  
**Status:** *The Department of Education hired an Inuit Qaujimajatuqangit coordinator who created a departmental Inuit Qaujimajatuqangit committee. The committee is developing a work plan with strategies and innovative approaches to ensure IQ is incorporated within daily government operations.  
The Inuit Qaujimajatuqangit coordinator will facilitate workshops in Education focusing on “IQ in the workplace”.  
The IQ Coordinator is working with the Human Resources Division to ensure the Inuit Employment Plan is implemented through Job Descriptions, interviews and the hiring process.*
- Advance and ensure that Inuit Qaujimajatuqangit is integrated into the curriculum;  
**Status:** *Produce 15 books in Inuktitut and Inuinaqtun.  
Consult and work with the Elders Curriculum Advisory Committee.  
Develop Inuit Qaujimajatuqangit principles in curriculum and workplace through the support of three Elders Cultural & Heritage Advisors working with at the Curriculum and School Services*
- Advance and ensure that Inuit Qaujimajatuqangit is integrated into the schools and early childhood programs;  
**Status:** *Support Inuit leadership styles though the ongoing development of Co-Principalships.  
Expand the use of elders as teachers to preschoolers in Early Childhood Programs.  
This program is currently active in Cape Dorset and Igloolik.*



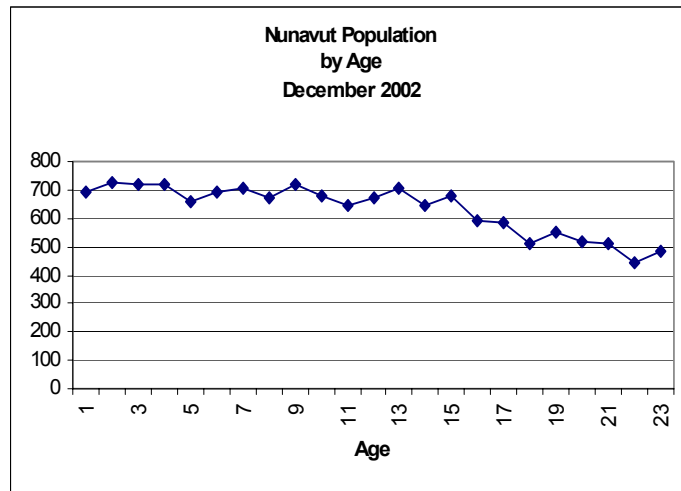
## ENVIRONMENTAL SCAN

There are many factors that shape the development of programs and services delivered by the Department of Education. Economic and social change, population shifts, and educational needs all impact on the direction of programs and services. By looking at the past and comparing it to the present, the department can anticipate change and plan for the future. This awareness of our environment allows us to be ready for the opportunities and challenges that lie ahead.

### Population

The population of Nunavut has grown steadily for the last 20 years and there are a number of changes that will impact on the delivery of educational services over the next five years.

The number of individuals born each year has been stable for over five years. This levelling will have a positive impact on schools, as the rapid growth that was prevalent during the 1990's will now slow down. This means that the elementary and junior high grades will be more stable over the next 5 years. Senior high grades can expect to see growth in numbers over the next several years. Within 5 years, there will be increased demand for services that support young adults or young families.



Source: Department of Health & Social Services

Nunavut remains predominantly an Inuit society with a young population in comparison to the rest of Canada. The relative homogeneity of the population allows Education to focus on the delivery of programs and services for Inuit while meeting the needs of all other residents of Nunavut.

	Under 19 Yrs	20 – 64 yrs	65 yrs Plus
<b>Nunavut</b>	47%	51%	2%
<b>Canada</b>	26%	61%	13%

Source: 2001 Census

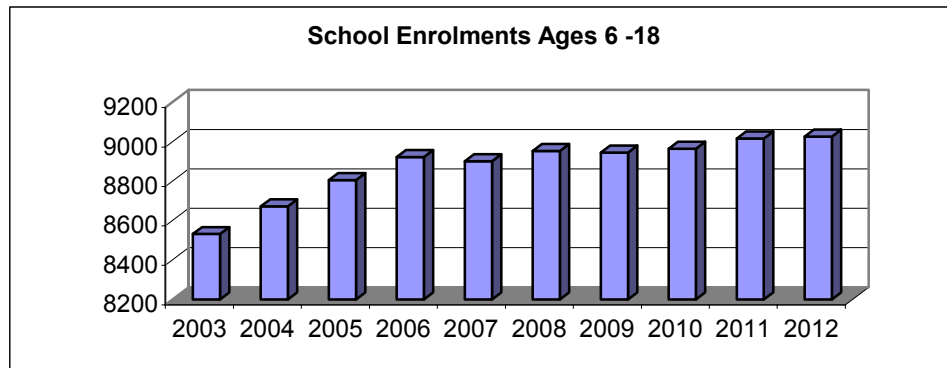
### Education Levels

Education levels within Nunavut have shown significant improvement over the last twenty years. The number of individuals with less than a grade 9 education continues to improve in our favour. While young people are staying in school longer thereby reaching higher education levels, graduation rates from Grade 12 and University remain below national averages.

Education and training will be the key to providing residents with the necessary skills to take advantage of emerging opportunities. While education trends are improving, the projected need for individuals with a high level of education to fill employment needs by the year 2008 will be addressed and monitored by the department.

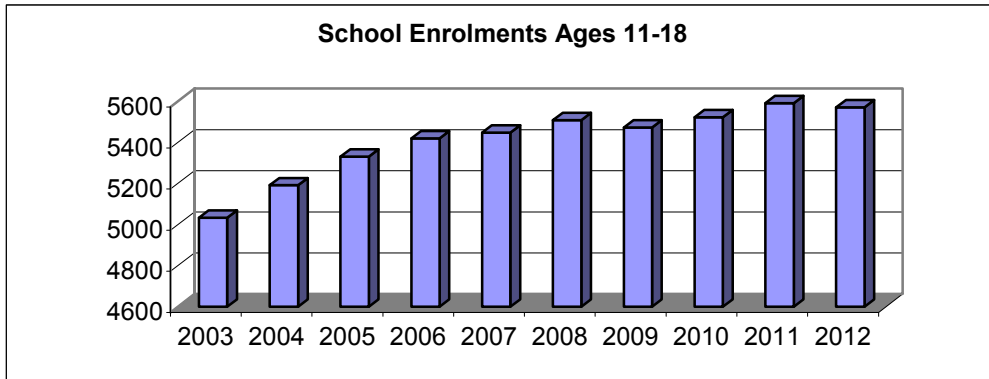
### School Enrolments

Enrolment in Nunavut schools continues to increase each year and this pattern will continue. The continued birth rate, availability of local high school programs and increased public awareness will combine to maintain a 1.5% growth in enrolments each year for the next four years and then growth will occur at a slower rate for the five years 2007-2012.



Source: Dept of Education

The number of children born each year has levelled off. This will result in a stabilizing of the number of children between the ages of 6 and 10 over the next ten years. However, overall school enrolments will continue to rise as the number of students in the 11 to 14 and 15 to 18 age range increases over the next ten years.

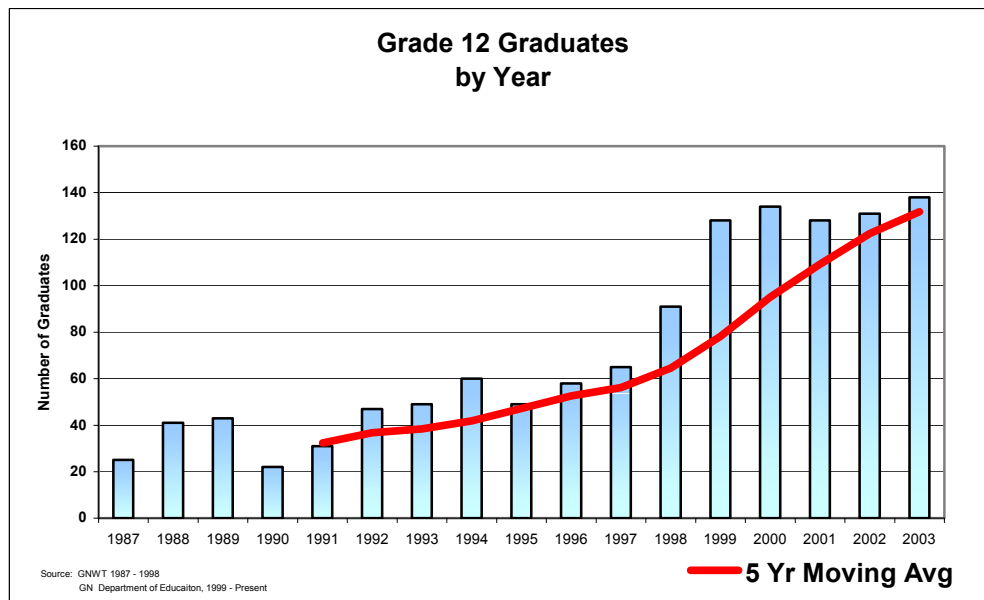


Source: Dept of Education

Students enrolled in the elementary grades are moving through the school system. This will shift the pressure on schools from the early grades to the middle and senior high school sections across Nunavut. There will be an increased strain on fiscal resources, as additional resources will be required to maintain levels at the elementary grades and meet the growing needs of middle and senior high classes.

### High School Graduates

The number of High School graduates each year since 1999 has been steady and shows a marked improvement from ten years ago. This growth has been supported by a number of actions.



First, the grade extension program where community schools have been gradually extended to include grade 12 programs has been successful. Secondly, students recognize that more opportunities exist within Nunavut for those that have a grade 12 diploma than for those who have not completed high school.

Though the current trend is promising, much remains to be done to ensure that Nunavut reaches national levels of grade 12 graduation. Increasing the number of high school graduates will be required if we are to fulfill our commitment to Nunavummiut.

In addition to the increase in the overall number of high school graduates, data on the age of graduates indicates that Nunavut is approaching national levels. For the past three years, over 50% of graduates are 18 years or younger upon graduation from high school. The number of individuals over the age of 22 that are coming back to school to complete their education increased for 2002/03 and pushed the average age factor higher after two years of decline. This indicator will allow Nunavut to monitor the extent to which its school policies are effective.

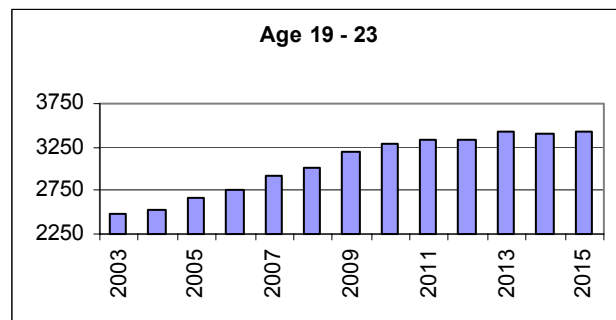
	1999/00	2000/01	2001/02	2002/03
Average Age (Yrs)	19.4	19.3	18.9	19.8
Total Graduates	134	128	131	140
Age 18 or less	51	71	71	73
% Age 18 or less	38.1%	55.5%	54.2%	52.1%
Age 22 or more	23	18	14	25

Source: Department of Education

### Adult Programs and Services

The increase in the number of young people moving through the school system over the past ten years will now start impacting programs and services directed at the Adult Programs and Services areas. Nunavut can expect to see a 30% increase over the next ten years in the number of individuals within the 19-23 age group. This age group will become a major focus of attention for the department over the coming years.

The need for additional resources to address the demands of this group will grow. The department can expect to see demands in the following service areas; training requirements, post-secondary opportunities FANS, Early Childhood services, and income support.



Source: Department of Education

As an example, the total number of individuals accessing Financial Assistance for Students during the period of September to December 2003 to attend post secondary institutions grew by 108 individuals over the previous year. Further, the drop out rate decreased from 18% to less than 10%. As 19-23 age cohort moves through, the department should expect to see increases in the number of students accessing FANS each year and thus increasing demand for financial resources.

## Income Support

The demands placed on income support are dependent on many factors such as education levels, available local employment opportunities, the readiness for employment, as well as other factors. During the past few years, income support caseloads in Nunavut have seen some stability with monthly caseloads being in the 2,800 to 3,000 range since late 1999. It should also be noted that in 2002, over 5,500 different heads of household sought income support at one time or another during the year; this represents over 60% of all households in Nunavut.

Further, social assistance expenditures have stabilized and, to some extent, enjoyed a modest decrease in the past two years; it must be observed, though, that social assistance benefit rates have not changed since 1998. As well, increased efforts in recent years have resulted in more income being reported during the monthly assessments, which has served to decrease benefit payments. It is anticipated that substantially more income could be captured if the estimates of earned income derived from traditional activities such as hunting, trapping and fishing for Nunavut are reasonably accurate and that this income is properly reported.

The demographics of income support are also changing as more single person households are seeking assistance while the number of households with children seeking assistance is decreasing. As Nunavut's large cohort of young people move to adulthood in the next few years, there may be significant increases in caseloads among singles if employment and training opportunities cannot address this growth. As well, if there are extended economic difficulties resulting in lower employment levels for households with children in Nunavut, there may be a dramatic increase in the demand for income support (social assistance) overall.

NUNAVUT SOCIAL ASSISTANCE CASELOADS PER POPULATION <sup>1</sup>						
Comparison December 1999 and December 2002 Caseload						
REGION	Caseload 2002 [A]	Caseload 2001	Caseload 1999 [B]	Change 1999 to 2002 [C] [A]-[B]	% Change [C]/[B] x 100%	
Qikiqtani Total	1,559	1,610	1,541	18	0.8%	
Kivalliq Total	692	652	763	(71)	-9.3%	
Kitikmeot Total	545	569	521	24	4.6%	
<b>Nunavut Total</b>	<b>2,796</b>	<b>2,831</b>	<b>2,825</b>	<b>(29)</b>	<b>-1.0%</b>	

<sup>1</sup> 2002 and 2001 Caseloads as at December (Dept. of Education) and 1999 December SAS data (unaudited)

## **Critical Issues**

Nunavut faces many challenges and the Department of Education recognizes these challenges and believes the following to be the major issues facing the department over the next years.

- Nunavut has a young and rapidly growing population that will place increased demands on all sectors of the department.
- Education and skill levels of the population are below those needed to meet the cultural and practical needs of the people of Nunavut.
- Creating Adult Learning and Post Secondary systems that meet the personal, community and territorial needs of Nunavut residents and provides individuals with options for living and work is a major issue.
- Reforming the Educational system to meet the needs of students, parents and the community in a supportive environment.
- Encouraging self-sufficiency and self-reliance of individuals while supporting those individuals with the greatest need.

## **STRATEGIC LINK TO THE BATHURST MANDATE**

The Bathurst Mandate formed the basis of a action plan during the first 5 years of Government of Nunavut. The plan, designed by Cabinet, gave direction to departments on strategic initiatives that were to be undertaken. The plan focused on four elements giving specific objectives for each department and Appendix B provides detail on each the specific objectives.

### **Healthy Communities**

The department has increased the number of childcare facilities and now has facilities in all but one community. Further, the number of childcare spaces available across Nunavut has grown from 670 in 1999 to over 950 in 2004. This represents a 42% increase in the number of spaces over 5 years. The department is offering training opportunities for individuals on Income Support through the Sivinuksaliruniq initiative. As well, the development of an Adult Learning Strategy will focus on training opportunities for individuals living in communities.

### **Simplicity and Unity**

The former Divisional Education Councils have been dissolved thus reducing one level of bureaucracy. The Income Support Review resulted in a number of recommendations to simplify processes within that program. Changes to FANS have resulted in students receiving bi-monthly cheques directly into their bank account, thus reducing the delays that were previously encountered.

### **Self Reliance**

The Income Support Policy Review was completed and a number of changes to the program were approved. The development of an Adult Learning Strategy will target people living in communities and focus on opportunities for individuals.

### **Continuing Learning**

A partnership between Income Support and the Labour Market Development Agreement has increased the number of people accessing training. The number of individuals accessing FANS continues to increase. During 2003-04 an increase of 31% in the first semester by individuals was noted. During this same period, the drop out rates decreased from 18% to less than 10%.

## CORE BUSINESS

The Department of Education is one of the largest departments within the Government of Nunavut. As such, the following descriptions are overviews of departmental activity. It should be noted that the “Lines of Business” presented here are not the same as the operational, structural and budget accountabilities that exist within the department for the delivery of any particular program or service.

For example, budget accountability for the delivery of Income Support payments rests with the three Directors of Career and Early Childhood Services in Pangnirtung, Rankin Inlet and Cambridge Bay. However, for the purposes of the Business Plan, all aspects of Income Support, delivery, policy and compliance are grouped together as a “line of business”. Therefore, care should be taken when linking activity presented in this business plan to the Department of Education 2004 – 2005 Main Estimates that present the actual appropriation by branch.

The programs of the Department of Education are described, below, within six lines of business:

	<b>Budget (\$000)</b>	
	<b>2003-04</b>	<b>2004-05</b>
Early Childhood Education	3,386	2,825
K-12 Schools	97,534	102,368
Post Secondary	20,414	21,205
Adult Programs	2,887	2,545
Income Support	28,253	29,598
Administrative Support Services	6,355	7,121
<b>TOTAL</b>	<b>158,829</b>	<b>165,662</b>

### Early Childhood Education

The early childhood years are the critical foundation upon which lifelong learning builds. It is in the early developmental period that key factors such as prenatal health, nutrition, cognitive stimulation and language become important indicators for future development.

#### Objectives

- Support families as strong places for Early Childhood development and for the development of language and culture, values and beliefs.
- Promote awareness of Early Childhood issues within communities.
- Promote effective parenting, based on the child-rearing approaches within Inuit Qaujimagatuqangit.



<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Healthy Children's Initiative</b>		1,533	1,165
<p>Healthy Children's Initiative (HCI) is a joint initiative between Department of Education and Department of Health and Social Services. HCI provides funding through two programs. The first is a community initiative, which funds early intervention services and programs for young children (0 to 6 years) and their families. The second program focuses on supportive services which funds out of school programs and services for individual children (0 to 6 years) that require extra supports to reach their full developmental potential. Funding is administered through a yearly Nunavut-wide proposal call. Proposals are submitted from community early childhood organizations, DEAs or Hamlet offices and administered by regional committees.</p>			
<b>Childcare Facility Grants and Services</b>		1,853	1,660
<p>Community daycare centres are licensed by the Department of Education under the Child Day Care Act. Regional Field Offices are responsible for issuing start up grants to new daycares, ongoing program contributions, inspecting the centres annually, providing licensing support, as well as ensuring daycares deliver culturally and linguistically appropriate education programs. The Department of Education is also responsible to train licensing officers.</p>			
<b>Total, Early Childhood Education</b>		<b>3,386</b>	<b>2,825</b>

**Priorities (2003-04)**

- Increase support for early childhood programs at the local level;  
**Status:** *Childcare facilities are now available in all but one community in Nunavut.*
- Through Nunavut's Promise for Children and Youth; develop an Early Childhood Development vision and strategy, consult on it with Inuit organizations and present it to Cabinet;  
**Status:** *The Nunavut Early Childhood Development (ECD) Expenditures and Programs Report: Baseline Report 2000/2001 and Update Report 2001/2002 was approved by Cabinet in the Fall of 2003. This report contains the ECD vision and strategy. The report was shared with Inuit organizations.*
- Begin implementation of the Early Childhood Vision and Strategy;  
**Status:** *Nunavut's Promise for Children and Youth is working towards accessing the ECD agreement funding.*

### **Priorities (2004-05)**

- Encouraging the involvement of Elders and making Inuktitut the language of work and care in Child Care Centres;
- Nunavut's Promise for Children and Youth will develop a Cabinet-approved 5 year strategy for Children and Youth that will include coordinated programs and services;
- Accessing the ECD Agreement funding and creating programs to promote Healthy pregnancy, birth & infancy, and Parenting & family supports;
- Increase awareness in communities of early childhood programs to ensure children are ready for school;
- Develop a strategy that will address the funding issues faced by daycares;
- Develop a stronger link between early childhood programs and schools to help ensure a smooth transition between the two, especially for children with special needs; and
- Support the ongoing training of Early Childhood Education to the teachers working in the licensed programs.

### **K-12 Schools**

These programs and services are directed at schools across Nunavut. It includes the delivery of Kindergarten – Grade 12 instruction, support services to students, teacher training, support to District Education Authorities (DEAs), curriculum and resource material development, teacher professional development and administration.

### **Objectives**

- Provide quality classroom instruction to all K-12 students across Nunavut within their community.
- Develop curriculum, support services and learning resources that meet the linguistic and cultural needs of Nunavut students.
- Support community DEAs in a manner that fosters cooperation between schools, communities and families.
- Provide quality teacher training in Nunavut and increase the number of Inuit teachers in Nunavut.
- Ensure all teachers meet certification standards and support the ongoing professional growth of teachers in Nunavut.
- Provide quality leadership development for educators in the school system in Nunavut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Kindergarten – Grade 12 instruction</b>		69,240	74,831
Provides support to schools across Nunavut for the delivery of the Kindergarten through Grade 12 educational program. Covers salary and operations and maintenance costs related to the delivery of the K-12 program.			
<b>Support to District Education Authorities</b>		9,867	10,423
Contributions to District Educational Authorities for administration costs and for delivery of some educational programs under the direction of the DEA.			
<b>Inuit Educational Leadership</b>		219	220
Provides support for on-going training and development for Inuit educators to take on educational leadership positions within the school system. This assists them to attend the Summer Educational Leadership Program and or other training opportunities.			
<b>Teacher Education Strategy</b>		1,879	1,879
Provides support for Inuit education leadership and teacher education programs delivery primarily at the community level and is linked with the Inuit Employment Plan and Article 23.			
<b>Teacher Professional Development</b>		1,770	1,877
Financial contribution through a contractual agreement with Teachers Federation Joint Committee made up of Federation and GN department of Education management. Teachers are able to access full time and short term professional development opportunities.			
<b>Curriculum, Program Development and Student Support</b>		4,771	4,236
This program pays for the administration and delivery of the following programs: K-12 curriculum development, Support for the Teaching and Learning Centres, student support and DEA development. As per the Bathurst Mandate, curriculum coordinators are engaged in rewriting curricula for K-12 in Nunavut.			
<b>School Services</b>		208	200
School Services Director's Office provides overall direction and administration for Curriculum Development, Student Support, DEA Development.			
<b>School Operations – Regional</b>		9,580	8,702
School Operations provide services and ongoing support to District Education Authorities and community schools and is responsible for the Kindergarten to Grade 12			

program. Regional offices are located in Pond Inlet, Baker Lake and Kugluktuk and serve 42 schools across Nunavut by providing program support and supervision of schools.

<b>Total, K-12 Schools</b>	<b>97,534</b>	<b>102,368</b>
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**Priorities (2003-04)**

- Conduct a series of public meetings for public input on the Language of Instruction report;

**Status:** *Meetings have been held with school staffs in most Nunavut communities and with the public in all Kitikmeot communities and some Kivalliq and Qikiqtani communities. Community meetings will proceed, along with implementation of related strategies, during the Spring of 2004.*

- Implement recommendations from the School Formula Funding report through the budget process;

**Status:** *During 2003-04 the Department of Education has under taken a further review of the school funding formula to simplify the process by which schools are funded and adjust variables to keep pace with increasing costs.*

- Implement recommendations from Curriculum Strategy;

**Status:** *Implementation of the 10-year curriculum development plan is largely on target, despite the fact that the plan did not take into consideration the implications of Inuit Qaujimajatuqangit for the work. The plan will be revised in 2004-2005 to reflect IQ.*

- Based on the Language of Instruction consultation, recommend a final LOI approach to cabinet and proceed with related curriculum, resource, and teacher training plans;

**Status:** *A comprehensive strategy related to early childhood, school and community initiatives to implement and support appropriate Language of Instruction models is under development.*

- Complete work on the secondary school pathways and options paper, consult with DEAs, students and others, and begin implementing changes to secondary education based on the results;

**Status:** *Consultations with DEAs, school staff and students across Nunavut have taken place. Their feedback is being summarized into a final report, which will be available in March 2004. This report will be shared with employers, government departments and Inuit organizations for input. Plans are underway for a conference of Nunavut stakeholders to define the selected options in the spring of 2004.*

**Priorities (2004-05)**

- Strengthen community understanding, provide opportunities for input and empower District Education Authorities (DEAs) regarding key education issues such as implementation of the Language of Instruction Models, student assessment and curriculum development and implementation based on Inuit Qaujimatqangit;
- Review the 10-year curriculum development plan and the curriculum framework and development process documents developed to date, revise as needed and finalize for approval by the Minister of Education;
- Review the structure of the Curriculum and School Services Division to determine how to streamline and integrate the work of various sections;
- Through consultations, develop a philosophy of education outlining foundational beliefs for K-12 programming in Nunavut, using Inuit Qaujimatqangit as a basis;
- Establish a profile for schools based on Inuit Qaujimatqangit, develop a related framework for school reviews and conduct operational reviews to ensure consistency in the delivery of curriculum and assessment of students;
- Review the regional teacher performance appraisal processes, develop a Nunavut-wide approach, including recognition of teacher excellence, and conduct teacher performance appraisals;
- Review the current school funding formula, in consultation with DEAs, to improve the pupil-teacher ratio and delivery and support of priority elements of K-12 programming;
- Complete program development for the new secondary school program options, and develop the plan to implement new options over the next five years;
- Initiate work on trades training, including identifying current secondary school pre-trades programs, best practices in the delivery of pre-trades programs and pilot projects to “kick start” the development of a Trades Strategy;
- Continue, and accelerate as possible, the development of Inuktitut curriculum materials;
- Create Stay-in-School initiatives for students in Grades 7-12;
- Complete the review of the Teacher Education Program and implement recommendations including teacher recruitment, expand program to middle and high school and ensure quality graduates;
- Complete the Language of Instruction Strategy and work with partners to implement various aspects in schools and communities;
- Complete the Directive on Inclusive Education; and

- Start work to redefine the Educational Leadership Program to meet the needs of Nunavut.

## Post Secondary

Nunavut Arctic College (NAC) is the main delivery agent for Adult Programs in Nunavut and receives core funding from the Department of Education for programs delivered across Nunavut. The College has a network of Campuses and Community Learning Centers across Nunavut to deliver programs in communities. The department supports students studying at the post secondary level through a combination of grants and loans. Financial support to students studying at the post secondary level is a vital component to ensuring success.

### Objectives

- Increase the number of Inuit accessing post-secondary programs.
- Increase the number of Inuit accessing Financial Assistance.
- Increase the number of Inuit accessing profession programs.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
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<b>Nunavut Arctic College</b>		15,564	14,528
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The department provides ongoing base funding for Nunavut Arctic College. As the major adult learning institution, Nunavut Arctic College delivers post-secondary education and training opportunities to Nunavummiut through its main campuses and learning centers throughout Nunavut. The college also provides adult learning in the areas of adult basic education, academic upgrading, and continuing education courses in the communities. The primary focus is the delivery of certificate and diploma career programs, and the College participates in several partnership arrangements including brokering programs with other post-secondary institutions and private sector partners.

<b>Financial Assistance for Nunavut Students</b>		4,615	6,421
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The program provides primary grants to individuals attending post secondary educational institutions. Within the parameters is help for tuition, books, other fees, travel, accommodation and other eligible living expenses. This provides for the staffing infrastructure to support the delivery of FANS in Nunavut. Within the scope of activity are financial aid workers, supervisors and advisors that help and guidance to Nunavut post-secondary students seeking financial assistance and other related information.

**Adult Learning** 235 256

The Director's Office administers the Adult Education and Post-secondary Services Division. It oversees the delivery of programs in adult literacy, apprenticeship, Student Financial Assistance, and maintains liaison with Nunavut Arctic College.

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<b>Total, Post Secondary</b>	<b>20,414</b>	<b>21,205</b>
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#### **Priorities (2003-04)**

- Continue FANS software development;  
**Status:** *The FANS system has received further upgrades and enhancements over the past year. This resulted in better performance and use by staff.*
- Increase support to post secondary students by implementing recommendations from FANS report;  
**Status:** *Living allowances have increased and resulted in a 31% increase in the number of individuals accessing funding. There has also been a decline in the number of dropouts from 18% to less than 10%.*
- Seek partners to expand FANS to provide additional financial support for students pursuing high needs occupations;  
**Status:** *The department has been working closely with various outside agencies that assist students to increase efficiency and eliminate duplication.*
- NAC will strengthen existing partnerships and forge new ones, to increase responsiveness of the College to community and territorial pre-employment and employment training needs;  
**Status:** *Ongoing – the College is continuing to seek out various partners.*
- NAC will consult with various stakeholders to determine if NAC is effectively meeting their training needs;  
**Status:** *Ongoing – the College is continuing to consult with various groups.*

#### **Priorities (2004-05)**

- Seek partners to enhance FANS suitability for students pursuing high needs occupations; and
- Address recommendations from FANS report.

## Adult Programs

Adult Programs focus on Literacy, Career Development, Labour Market Initiatives, Apprenticeship Training, Cooperative Education and School to Work transition programs.

The economic potential of Nunavut is closely linked to the successful development of Nunavut human resources. This development will be accomplished through a continuum of programs and services that use appropriate technologies that are interdependent with labour market research and recognize and respect the contribution of Inuit culture and language.

### Objectives

- Increase the number of Nunavummiut accessing trades programs.
- Increase the number of individuals accessing post secondary programs.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Career Development</b>		97	94
This function develops and implements a coordinated plan for career/labour market training programs to meet needs of residents and is linked to regional field operations.			
<b>Apprenticeship Programs</b>		1,252	1,146
This provides financial and other support, administered through the regional Career and Employment Services offices, for apprentices accessing training programs. Activities include encouraging and gaining employer involvement and involve private sector employees. The program covers training costs associated with apprenticeship. This program provides policy direction, administration, program development, national coordination, and certification on matters related to apprenticeship in Nunavut. This includes the maintenance of a registry of indentured apprentices, maintaining relations with the Nunavut Apprenticeship Board, and undertaking initiatives with training providers and employers to ensure apprenticeship opportunities are available to Nunavummiut.			
<b>Adult and Trades Education</b>		223	243
Provides funding to Trades Education programs operating at the community level through partnerships. This initiative provides opportunities at the community level for the delivery of trades and pre-trades programming to those who would otherwise not have reasonable access to such opportunities.			



**Literacy** 273 218

This area serves to foster the development and provide support of literacy in partnership with other agencies, to improve adult literacy across Nunavut.

**Training on the Job** 1,042 844

This provides subsidies to employees to assist Nunavut residents in developing skills needed to obtain ongoing employment. The primary focus is working with Nunavut employers to secure short-term employment/training opportunities for those needing additional skills and work experience. The program is administered through the regional Career and Employment Services offices.

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**Total, Adult Programs** 2,887 2,545

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#### **Priorities (2003-04)**

- Complete an Adult Learning Strategy for Nunavut;  
*Status: The Adult Learning Discussion document was approved by Cabinet and released to various stakeholders for further discussion and development of a Strategy.*
- Increased cooperation and partnership with industry;  
*Status: Mining Focus group established with industry, RIOs and government. Adult Learning Strategy discussions with various sectors underway.*
- Establish partnership with other funding agencies across Nunavut;  
*Status: Program funding has been enhanced through training partnerships with various organizations across Nunavut.*
- Complete a labour market training strategy and present it to Cabinet for approval;  
*Status: The department is working with other government departments and HRSD to secure funding to carry out a Labour Market needs analysis.*

#### **Priorities (2004-05)**

- Develop a Nunavut Adult Learning Strategy that includes a needs assessment from key employers in Nunavut and a departmental restructuring that focuses on delivery;
- Conduct a trades facility assessment;
- In partnership with the Department of Human Resources, dedicate resources and identify potential partnerships with the various stakeholders to secure new and maximize existing Federal funding for IEP and Adult Training initiatives;

- Create stay- in-school initiatives for adult programs; and
- Developing amongst departmental staff a comprehensive, collaborative approach to Career development to include the teacher, career counsellor, parent(s) and, as appropriate, the income support worker.

## Income Support

The purpose of the Income Support Program is to help people make decisions about their future in order to maintain their independence or to become independent.

The role of Income Support is to administer a financial benefit program while providing career counselling and support. Income Support provides financial assistance for adult education and upgrading classes; for those developing skills to get a job; to hunters and trappers; to those working in low paying jobs who have high expenses; to those who provide volunteer services within a community; and to elders and for those who are disabled.

### Objectives

- To provide financial and other supports to those in need during their transition to employment, training and/or other productive and wellness activities.
- To identify the need for and to facilitate the referral of persons requiring information and/or access to other government and agency programs.
- To identify and develop policy and procedural matters surrounding the delivery and administration of income support programs in Nunavut.
- To ensure that income support programs are delivered in a manner consistent with the Bathurst Mandate, the Social 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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Income Support (Social Assistance)</b>		21,814	22,814

This program provides for the regional delivery of Income Support program benefits made under the Social Assistance Act and Regulations and includes actual payments. Nunavut residents receive assistance for basic needs, including food, accommodation, and utilities, as well as extended needs, directly or indirectly (as a member of a household) through this program.

NCB Reinvestment Funds relate to adjustments made to provincial/territorial social assistance payments based on National Child Benefit Supplement (NCBS) payments.

The NCB reinvestments are based on the P/T Reinvestment Framework released by Ministers in March 1998. These programs, services or benefits meet one or both of the two main NCB objectives.

**Day Care Subsidy** 465 505

This is a regionally administered needs-tested program established under the Social Assistance Regulations. This program provides financial support to low-income families to access daycare and other childcare services.

**Senior's Fuel Subsidy** 80 130

This program provides assistance to seniors who own their own homes and require assistance to meet high cost of fuel. The program is administered out of each of the three regional offices and is income tested.

**Territorial Senior Supplement Benefit** 914 914

Under the Senior Citizens Benefits Act, seniors in Nunavut who are eligible for the Guaranteed Income Supplement provided by the Government of Canada are eligible to receive the Territorial Senior Supplementary Benefit.

**Building Careers – Training** 816 889

Funds in this area are dedicated to the provision of incentives to take training and for the development and implementation of various courses and workshops in order to try and reduce barriers faced by those accessing income support.

**Community Income Support Delivery** 1,272 1,503

This is a regionally administered program for individual communities to enter into community service contracts with the GN to deliver Income Support programs. The contracts provide funding to assist individual communities administer and deliver the Income Support program in accordance with the provisions of the Social Assistance Act and Regulations and related policies and procedures.

**Social Assistance Administration – Regional** 1,620 1,693

This is a regionally administered program to employ personnel and to administer and deliver the Income Support program in accordance with the provisions of the Social Assistance Act and Regulations and related policies and procedures.

**Income Support – Director** 1,023 939

The Income Support Director's office provides policy development and support for Income Support programs delivered by regional operations. The office prepares materials for training income support workers, supervisors, regional directors, and members of community income support appeal committees. The office oversees the administration of the delivery of the income support program through the provision of

advice, guidance, direction and materials to regional operations. The office undertakes policy development for all activities related to income support for the territory.

**Income Support – Program Compliance** 249 211

Monitors accountability and ensures that the Social Assistance Act and regulations, policies and procedures and other related statutes are adhered to in the delivery of the IS program. Activities may include the on-site review and audits of individual client files and income support office reviews as well as random reviews of information provided by applicants in support of their request for financial assistance as well as contracted services in support of these activities.

<b>Total, Income Support</b>	<b>28,253</b>	<b>29,598</b>
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**Priorities (2003-04)**

- Work toward changing the benefits levels provided to Income Support participants;  
*Status: An FMB Submission for an increase to the existing rates did not move forward in 2003/04. The department is examining options for the next Legislative Assembly.*
- Develop partnerships and options to increase support for training linked to Income Support;  
*Status: Work is ongoing in this area. Participation in the Adult Learning Strategy as well as increased partnership using the Labour Market Development Agreement and Income Support program funds have increased training opportunities across Nunavut.*
- Continue development of Transition to Work Programs;  
*Status: Operational Guidelines for the Transition to Work Program were drafted and approved January 28, 2003. Guidelines were sent to Regional Directors of Early Childhood & Career Services for implementation.*
- Develop and implement an electronic case management system for use across Nunavut;  
*Status: In cooperation with the Department of Public Works & Services work is ongoing on this project. A detailed software definition report will be prepared and delivered by the consultants prior to March 31, 2004.*
- Continue implementation of training courses in counselling for Income Support Workers;  
*Status: Phase II of this training will be completed by March 31, 2004.*

- Complete divisional training manuals for Income Support Workers, Income Support Supervisors and Social Assistance Appeal Committees and Boards;  
**Status:** *Work is ongoing and will continue to be a priority for 2004/05.*
- Analyze ways to make changes to the administration of the National Child Benefit Supplement;  
**Status:** *Discussions are on-going with the Department of Finance on various ways of introducing new initiatives under the National Child Benefit Program.*
- Review the current Day Care Subsidy Program with a view to changing the rates;  
**Status:** *Work is ongoing on this project and will be impacted by any changes made to the Social Assistance Regulations as well as possible changes to the benefit levels mentioned above.*
- Continue work on changes to the Social Assistance Regulations;  
**Status:** *Work is ongoing in this area. Discussions have been held with the Department of Justice on how to proceed with this task. Upcoming discussions with the departmental IQ Coordinator will provide additional direction.*

#### **Priorities (2004-05)**

- Develop alternatives for individuals on Social Assistance;
- Work to improve the Income Support program for participants;
- Develop partnerships and options to improve support for training linked to Income Support;
- Develop and implement an electronic case management system for use across Nunavut;
- Continue implementation of training courses in counselling for Income Support Workers; and
- Continue work on changes to the Social Assistance Regulations.

### **Administrative Support Services**

Administrative Support Services are comprised of the central and regional management, direction and administrative sections of the Department of Education.

#### **Objectives**

- Provide management and support to all department divisions.

- Provide strategic direction for the department.
- Provide financial support services for the department.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Directorate</b>		886	1,162
<p>The Directorate provides overall management support under the direction of the Deputy Minister who, as head of the department, recommends goals, objectives and standards for Education to the Minister. The administrative mandate includes strategic planning, development of legislation and policy, budget co-ordination, capital planning, financial services, human resource development and systems support.</p>			
<b>Career and Early Childhood Services – Regional</b>		2,496	2,589
<p>These offices oversee the delivery of the income support program, Daycare User Subsidy, Senior Fossil Fuel Subsidy, career development, apprenticeship and similar programs in the regions as well as maintain financial information at the regional level.</p>			
<b>Policy</b>		875	1,305
<p>The Policy and Planning division has three areas of responsibility. In general terms, the division exists to provide services to other areas of the department. In specific terms, the three sections include Policy, Student Records, and Corporate and Public Affairs. The Policy section provides policy research and development and strategic planning. Staffed with three Policy Analysts, this group has prime responsibility to provide policy support to the program areas of the department.</p>			
<b>Corporate Services</b>		2,098	2,065
<p>The Corporate Services Director’s Office administers four areas including Finance and Administration; Human Resources; Capital Planning; and ICT Support for Schools. Provides direction for financial services to all sectors of the department.</p>			
<b>Total, Administrative Support Services</b>		<b>6,355</b>	<b>7,121</b>

**Priorities (2003-04)**

- Preparing studies and reports on Adult Learning Strategy, Labour Force Analysis, and Responses and direction to previously released reports;  
**Status:** *Adult Learning Strategy Discussion Document approved by Cabinet and consultation on action plan is underway. An RFP to examine Labour Force needs is underway.*

- Move forward with changes to Education Act and Regulations, Social Assistance Act Regulations, and Student Financial Assistance Regulations;  
**Status:** *The new Education Act was not approved. The department is examining options for next Legislative Assembly. Changes to the Senior Fuel Subsidy were approved, now a 12-month program with higher limits.*
- Follow-up and consultation on previously released reports including School Formula Funding Review, Financial Assistance for Nunavut Students Review, Language of Instruction , and Curriculum Strategy;  
**Status:** *School funding is under review with report expected in spring 2004. Language of Instruction consultations is continuing. Work plans for curriculum development underway.*
- Complete proposals for a NAC funding formula and recommend it to Cabinet along with a Strategic Plan for the College;  
**Status:** *College formula funding options are under review.*
- Continue to expand mentorships and succession planning and advance lead initiatives that support Government's IEP;  
**Status:** *IEP initiatives forming part of the 3-year fiscal review.*
- Complete regulations critical to implementation of the new Education Act and proceed with implementation of the Act and those regulations;  
**Status:** *Not undertaken as new Act was not approved.*
- Implement a new School Funding Formula based on the recommendations in the review and consultations with DEAs;  
**Status:** *Changes to the school formula funding are under consideration.*

#### **Priorities (2004-05)**

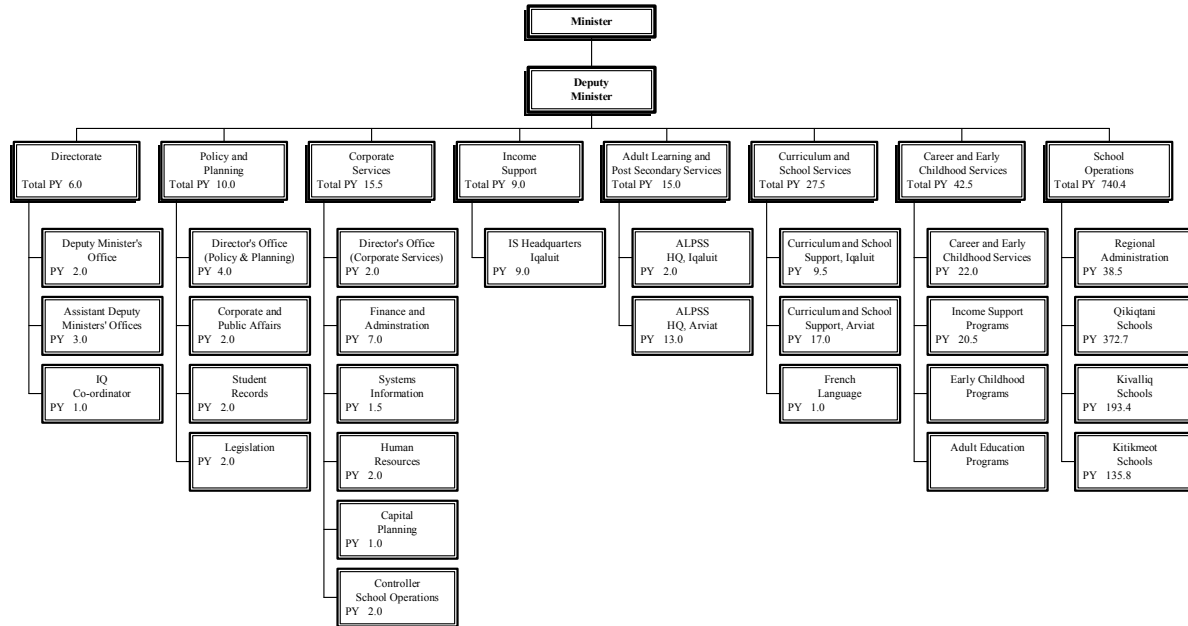
- Carry out a reform of the K-12 Educational system that incorporates:
  - Language of Instruction;
  - Inuktitut Curriculum Development;
  - Options for students for graduation.
- Preparing studies and reports on:
  - Adult Learning Strategy;
  - Labour Force Analysis;
  - Responses and direction to previously released reports.
- Move forward with changes to:
  - Education Act and Regulations;
  - Social Assistance Act Regulations;

- Student Financial Assistance Regulations.
- Follow-up and consultation on previously released reports:
  - School Formula Funding Review;
  - Financial Assistance for Nunavut Students Review;
  - Language of Instruction;
  - Curriculum Strategy.



# APPENDIX I: Accounting Structure and Financial Summary

## Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	865.9
Vote 4/5 PYs	0.0
Revolving Fund PYs	0.0
<b>TOTAL PYs</b>	<b>865.9</b>

## **Departmental Roles**

The Department of Education is organized into eight branches that supervise and administer various programs and services across Nunavut.

### **Directorate**

The Directorate provides overall management support under the direction of the Deputy Minister who, as administrative head of the department, recommends goals, objectives and standards for all programs and services to the Minister. The administrative mandate includes strategic planning, development of legislation and policy, budget coordination, capital planning, financial services, human resource development and systems support. The department will reflect the Government of Nunavut's goal of being open, available, transparent and accessible to everyone.

### **Policy and Planning**

The Policy and Planning Branch has three areas of responsibility. In general terms, the branch exists to provide services to other areas of the department. These services include research, policy development, strategic planning, coordinate consultations on new initiatives, development of standards and guidelines and general departmental information. In specific terms, the three sections include Policy, Student Records, and Corporate and Public Affairs.

### **Corporate Services**

The Corporate Services Branch is a multi-disciplined division of the department of Education in Nunavut responsible for the provision of support functions in four main sectors. These sectors include Human Resource Development, Information Technology, Administration and Financial Services, and Capital Planning and Project Management.

### **Income Support**

This branch is responsible for the overall policy development, program compliance and provision of staff training materials for the Income Support program. Delivery of the program is administered through the three Career and Early Childhood offices located in Pangnirtung, Rankin Inlet and Cambridge Bay.

The Income Support program provides financial security for those in need, as well as incentives and support for those receiving assistance to become more self-reliant. This program strives to enable individuals to make productive choices according to their health, abilities and efforts. These choices include community healing, education, training and work opportunities (wage and land based).

### **Adult Learning and Post Secondary Services**

The Adult Learning and Post Secondary Services branch is responsible for research, policy development and strategic planning regarding apprenticeship, trades and occupations, career development and literacy. This branch is also responsible for policy development and program delivery of Financial Assistance for Nunavut Students.

### **Career and Early Childhood Services**

The Department of Education programs are delivered through the support of three offices. These offices are located in Pangnirtung, Rankin Inlet and Cambridge Bay. The offices are responsible for the delivery of income support, early childhood, apprenticeships, trades and occupations, literacy and career development. These offices provide services to communities across Nunavut under their jurisdiction.

### **Curriculum and School Services**

This division provides overall direction and administration for Curriculum and program development, Student Support and DEA Development. It includes implementation and assessment of Kindergarten to Grade 12 curricula and development and production of resources and materials. It is responsible for the development and implementation of bilingual language policies, accreditation of new programs, monitoring and evaluation of student achievement, and Teacher Certification. It also supports professional development for teachers and coordinates the Educational Leadership Program.

The Teaching and Learning Centres are now incorporated into the Curriculum and School Services and responsible for program and material development in Inuktitut and Inuinnaqtun.

### **School Operations**

Reporting to an Assistant Deputy Minister, the Executive Directors of School Operations supervise and administer all schools in Nunavut offering Kindergarten through Grade 12 programs. Administratively, the three offices, located in Kugluktuk, Baker Lake and Pond Inlet, are responsible for the day-to-day operation of schools, supervision of teaching staff, liaison with DEAs, and overseeing the delivery of educational programs and services for Kindergarten to Grade 12.

## Financial Summary

Branch	2003 - 2004		2004 - 2005	
	Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	720	6.0	905	6.0
Grants & Contributions	0		100	
Other O&M	166		157	
<b>Subtotal</b>	<b>886</b>		<b>1,162</b>	
<b>POLICY AND PLANNING</b>				
Salary	692	7.5	1,032	10.0
Grants & Contributions	0		0	
Other O&M	183		273	
<b>Subtotal</b>	<b>875</b>		<b>1,305</b>	
<b>CORPORATE SERVICES</b>				
Salary	1,504	15.0	1,520	15.5
Grants & Contributions	20		20	
Other O&M	574		525	
<b>Subtotal</b>	<b>2,098</b>		<b>2,065</b>	
<b>INCOME SUPPORT</b>				
Salary	858	10.0	846	9.0
Grants & Contributions	0		0	
Other O&M	1,328		1,218	
<b>Subtotal</b>	<b>2,186</b>		<b>2,064</b>	
<b>ADULT LEARNING &amp; POST SECONDARY SERVICES</b>				
Salary	1,333	15.0	1,488	15.0
Grants & Contributions	19,504		20,383	
Other O&M	771		488	
<b>Subtotal</b>	<b>21,608</b>		<b>22,359</b>	
<b>CAREER &amp; EARLY CHILDHOOD SERVICES</b>				
Salary	3,404	43.0	3,541	42.5
Grants & Contributions	3,416		2,860	
Other O&M	26,822		27,938	
<b>Subtotal</b>	<b>33,642</b>		<b>34,339</b>	

<b>CURRICULUM AND SCHOOL SERVICES</b>				
Salary	2,909	27.0	2,863	27.5
Grants & Contributions	3,649		3,756	
Other O&M	2,289		1,793	
<b>Subtotal</b>	<b>8,847</b>		<b>8,412</b>	
<b>SCHOOL OPERATIONS</b>				
Salary	65,290	817.0	71,053	740.4
Grants & Contributions	9,867		10,423	
Other O&M	13,530		12,480	
<b>Subtotal</b>	<b>88,687</b>		<b>93,956</b>	
<b>TOTAL</b>	<b>158,829</b>	<b>940.5</b>	<b>165,662</b>	<b>865.9</b>

## APPENDIX II: Bathurst Mandate Status Report

Principle	Status
1.5.1 Work with communities to: create within each department of the Government of Nunavut the ability to support community capacity building	<ul style="list-style-type: none"> <li>▪ Income Support Policy changes focus – to increasing training opportunities and introducing incentives for individuals accessing Income Support.</li> <li>▪ School Operations continue to support District Education Authorities (DEA) in their focus on responding to community needs.</li> <li>▪ Daycare Review completed in 2000, recommendations on funding implemented.</li> <li>▪ Expansion of Child Care facilities / programs into all but one Nunavut Community</li> <li>▪ Income Support focus on training implemented</li> <li>▪ Adult Learning Strategy discussion document completed, tabled in Legislative Assembly (Dec 2003) and action plan being developed to reflect program needs for next 20 years</li> </ul>
2.1 Remove, consolidate or integrate un-needed government structures	<ul style="list-style-type: none"> <li>▪ Completed (District Education Council integration project)</li> </ul>
2.4 Write and maintain simple and understandable policies for every government department	<ul style="list-style-type: none"> <li>▪ Income Support Policy Review completed with several recommendations initiated to simplify process</li> <li>▪ FANS changes initiated to simplify processes</li> <li>▪ School Funding Formula being reviewed further to simplify funding approach.</li> </ul>
3.1 Conduct a review of Income Support and related issues to find common commitments, then implement a revised program, putting in place incentives for individuals and families to achieve self-reliance	<ul style="list-style-type: none"> <li>▪ The review of the Income Support Program is complete and changes to be made tabled in Legislature in November 2001.</li> </ul>
4.1 A government wide effort to support training and learning for a Nunavut based workforce as one of the two primary commitments of this government's mandate;	<ul style="list-style-type: none"> <li>▪ A Partnership between LMDA and Income Support has been developed in order to provide greater access to skills based training for Income Support recipients. LMDA funding of approximate \$2 Million is available for training EI clients.</li> </ul>
4.2 Train more elementary and high school teachers in Nunavut	<ul style="list-style-type: none"> <li>▪ The Department of Education has funded community based teacher education programs each year since 1999. This is a base funded activity and is central to the long term growth of the department.</li> <li>▪ Community based TEP programs rotate in communities in each region.</li> <li>▪ CTEP / NTEP Review undertaken, recommendations for change by May 2004.</li> <li>▪ Increase the focus on producing middle school teachers will be a key objective</li> </ul>
4.3 Train nurses in Nunavut	<ul style="list-style-type: none"> <li>▪ Nursing program was established fall of 1999 in cooperation with Department of Health and Social Services. Program is offered through Nunavut Arctic College and Dalhousie University in partnership with the Department of Health and Social Services.</li> </ul>

4.4 Provide educational programs for a wide range of health and social services providers	<ul style="list-style-type: none"> <li>▪ CHR program</li> <li>▪ X-Ray technician program in Baffin</li> </ul>
4.5 Improve student/teacher ratios Nunavut-wide.	<ul style="list-style-type: none"> <li>▪ The Department of Education has not been able to improve the student teacher ratio because of the 2-3% per year enrolment growth that has resulted in funding for additional teachers being used to maintain the current ratio. This still remains a goal of the department.</li> </ul>
4.6 Train in Nunavut for all the trades	<ul style="list-style-type: none"> <li>▪ The department has a \$2 Million LMDA agreement with HRDC for training.</li> <li>▪ There are now 115 active apprentices registered in Nunavut. Pre-trades courses are in place in Rankin Inlet and Iqaluit.</li> <li>▪ The apprenticeship board was established and began meeting in 2001. The Board is involved on several issues including a review of training requirements.</li> </ul>
4.8 View every element of the government budget as a potential training budget	<ul style="list-style-type: none"> <li>▪ The new NNI agreement addresses issue with increased spending on capital projects to cover training costs</li> </ul>
4.9 Graduate more students from school, college and universities	<ul style="list-style-type: none"> <li>▪ A review of Financial Assistance for Nunavut Students policy completed and options for Cabinet consideration presented</li> <li>▪ Long-range curriculum plan has been developed and a Curriculum Strategy has been released. This will guide the future development of Curriculum to the next 10 years and support school retention and increased graduation.</li> <li>▪ Research and discussion into High School options for graduation is underway.</li> <li>▪ Language of Instruction paper has received Cabinet approval for consultation with communities and process is under way.</li> <li>▪ The number of students accessing Post Secondary programs is increasing.</li> <li>▪ Graduation from Grade 12 doubled from the early 1990's but still remains below the Canadian average.</li> <li>▪ Every community now has a school offering grade 12 courses.</li> </ul>
4.11 Increase opportunities in Nunavut for post-secondary learning	<ul style="list-style-type: none"> <li>▪ FANS policy review completed. Additional funding for Student Allowances benefits secured. Additional proposals will be tabled for consideration in the next budget cycle.</li> <li>▪ 31% increase in post secondary students accessing FANS program. Drop out rate down from 18% to less than 10%.</li> <li>▪ The Department of Education continues to seek out partnerships and continues to combine elements of the LMDA, Income Support and Adult Learning training budgets to maximize learning opportunities.</li> <li>▪ Nunavut Adult Learning Strategy discussion document completed and circulated, action plan is being developed.</li> </ul>

<p>4.12 Begin the re-writing of the K-12 school curriculum, to emphasize cultural relevance and academic excellence, to be completed over the next 10 years</p>	<ul style="list-style-type: none"> <li>▪ Curriculum strategy has been approved and implementation has started.</li> <li>▪ Continued focus on Inuktitut language curriculum development.</li> <li>▪ TLC have been reorganized to focus on providing better curriculum and teacher support and increased efficiency in producing resources.</li> <li>▪ development of Common Plants of Nunavut in partnership with the National Museum of Nature and the Nunavut Wildlife Management Board (ongoing)</li> <li>▪ development of Famous Inuit, a book which will document the histories of individuals who contributed significantly to their communities. This project is ongoing, research to date accomplished by older workers             <ul style="list-style-type: none"> <li>- continuing work on the development of resources to support curricula being developed in Health, Math and Early Childhood;</li> <li>- web-sites in Inuktitut to support classroom programs is being developed .</li> </ul> </li> </ul>
<p>4.13 Support and improve the teaching and learning of Inuktitut, in all its forms, and the teaching of language generally, in our schools</p>	<ul style="list-style-type: none"> <li>▪ The Departments of Education and CLEY commissioned two studies into the Language of Instruction for Nunavut Schools in January 2000. Funding for the research provided by Canadian Heritage.</li> <li>▪ Inuktitut Language Arts done for grades K-6</li> <li>▪ Inuktitut Language Arts grades 7-12 curriculum development started:             <ul style="list-style-type: none"> <li>- Long-range curriculum plan completed in fall 2001 and emphasizes Inuktitut programs;</li> <li>- Community consultations on Language of Instruction begun;</li> <li>- By spring 2004 a Language of Instruction model will be adopted, based on community consultation. Work will be underway on curriculum development for new Inuktitut programs.</li> </ul> </li> </ul>
<p>4.14 Put into place strategies to develop Nunavummiut in every profession as part of a resident work force</p>	<ul style="list-style-type: none"> <li>▪ Completed first Five-year labour force analysis. Completed an initial review of report as a preliminary step to developing a second LFNA.</li> <li>▪ Training available for teachers, nurses and lawyers in Nunavut.</li> <li>▪ Coordinating training between LMDA and Income Support programs</li> </ul>



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## INTRODUCTION

The Department of Executive and Intergovernmental Affairs' main roles are to provide a secretariat function to Cabinet and coordinate intergovernmental affairs for the Government of Nunavut. The department manages a number of special-purpose, time-limited initiatives of the government and co-ordinates the collection and transfer of information within government and to the public.

### Our Mission

*To build partnerships and to provide leadership for the public service, we collect, analyze and provide information; we help build consensus, seek political direction and then communicate that direction within government and to the public.*

### Our Vision

*Executive and Intergovernmental Affairs provides a source of solid advice, reliable leadership, dependable data, and sound management support so that government may serve the citizens of Nunavut.*

### Our Principles and Values

- Government legislation, policies, programs and services will work toward the priorities identified by Cabinet, following *Pinasuaqtavut*;
- Advice provided to Cabinet and its sub-committees should be objective and timely with perspective that is government-wide, respectful of the Nunavut Land Claims Agreement, and serves all Nunavummiut;
- Nunavummiut are entitled to be informed of and participate in the public business of governing, and able to access information and data used by government;
- The interests, desires, and aspirations of Nunavummiut should be reflected in government representation regarding interdepartmental, intergovernmental, circumpolar and aboriginal affairs;
- The public service should support the transition between Assemblies, providing continuity until new direction is received.

### Inuit Qaujimajatuqangit

Inuit Qaujimajatuqangit will provide the context in which the Government of Nunavut develops an open, responsive and accountable government.

The Government of Nunavut will regard Inuit Qaujimajatuqangit as the guiding principle for governance and operations. This guiding principle will include all areas of Inuit values, customs, language, management practices, sustainable and self-reliant communities, perception, natural environment and all its entities.

Executive and Intergovernmental Affairs recognizes the importance and relevance of Inuit Qaujimajatuqangit in the workplace and reflects this in the creation, design and implementation of the department's initiatives and policies. The department will continue to incorporate Inuit Qaujimajatuqangit in its daily work.

**Inuit Qaujimajatuqangit Priorities (2004-05)**

Priorities of the department in advancing and promoting Inuit Qaujimajatuqangit include the following:

- develop and facilitate cultural orientation sessions for all staff to be held regularly to increase awareness and understanding of Inuit culture, history and values;
- coordinate and provide Inuktitut learning lessons for departmental staff on a regular basis, in conjunction with the cultural awareness sessions;
- promote the use of Inuktitut as a working language by introducing Inuktitut phrases each week and encourage their use;
- initiate discussions on how to relate day to day activities in the office workplace with IQ;
- evaluate draft government policy items in consideration of Inuit Qaujimajatuqangit; and
- produce Inuktitut recorded interviews with selected GN spokespersons for distribution to Nunavut's 25 community radio stations.

## **ENVIRONMENTAL SCAN**

Each department of the GN faces challenges. In completing our daily tasks we are shaping the long-term nature of the Government of Nunavut. We are laying the foundation for the future by setting the standards and establishing the ways that our government will do business.

As we move into a new government, we are committed to strengthening, consolidating and documenting the processes of government, ensuring that the transition is effective and respectful and that continuity is maintained until changes are identified.

Six elements of the Nunavut environment have a particular impact on the work of this department.

### **Maturing Government**

Nunavut is moving forward as an independent territory. Nunavummiut are gaining experience and confidence in their government and its institutions.

We have passed through a period where simply getting the job done was sufficient, a period where rules and processes were developed, and are now in a position where processes should be documented, consolidated and confirmed. At the same time we need to maintain good standards of service and delivery in meeting the needs of Nunavummiut and in coordinating the activities of government.

### **Growth**

Nunavut, as a population, territory and government, continues to grow rapidly. Active recruitment and staffing are required to bring the public service up to full working levels. Employees need to continue to grow in their skills and abilities, internal controls need to be identified and applied appropriately, and there continues to be a need to coordinate changes and re-alignments in government, as directed by the Cabinet and the Legislative Assembly.

### **Staffing**

The staffing of the Government of Nunavut is taking place at the same time as the federal government, communities and the business sector are also evolving and competing for similar expertise.

There are inadequate numbers of trained individuals for almost every area of work. The cost and availability of housing, learning resources and travel all impact on our ability to train and hire.

Nunavummiut are entitled to receive competent and professional service from government – sensitive to their culture, communicated in their own language and

delivered by their own people. There is an immediate need for skilled employees, and there will be an ongoing need for extensive professional development and training opportunities.

## **Transition**

This year Nunavut will make a transition to the Second Legislative Assembly and government. This will be the first transition for the public service in Nunavut and during this transition the public service must continue to provide programs and services to Nunavummiut. The public service will need to respond to and begin to implement the priorities of the next government. Throughout this period the public service will need to be responsive, adaptable and innovative in responding to the mandate of a new government.

## **Management Resources**

Tasks such as planning budgets, quarterly variances and maintaining records systems are necessary for the long-term effectiveness of government. While we now have more effective systems in place to perform these services, we need to identify and document the functions so that staff has the ability and knowledge to step in and respond to responsibilities while staff contingents build.

## **Competing Priorities**

The Government of Nunavut, like elsewhere, must deal with an increasingly broad range of complex and difficult issues. Issues arise in Nunavut, within and outside of government, and /or are placed on our agendas by Canada and the international community. With scarce resources and many competing priorities, the GN must respond to and deal with new emerging issues almost daily. We need to be careful in responding to all of these issues without overtaxing resources on one, leading to an inability to respond to the next.

## **Critical Issues**

Nunavut is now in its second stage of growth and is starting to mature as a government. With this maturity brings new responsibilities and critical issues.

- Processes need to be documented, consolidated and confirmed.
- Services and delivery of services need to maintain good standards in order to meet the needs of Nunavummiut.
- Employees need to grow in their skills and abilities.
- Internal controls need to be identified and applied appropriately.
- In order to make sure the public service is up to full working levels and that Nunavummiut receive competent and professional service that is sensitive to

their culture, communicated in their own language and is delivered by their own people, we must ensure there is adequate and professional training for the public service.

- The public service needs to be responsive, adaptable and innovative in responding to the mandate of a new government.
- Identification and documentation of government systems is required to ensure that staff have the ability and knowledge to respond various responsibilities during the growth of the public service.
- The GN has many competing priorities, at many different levels, community, territorial, national and international. With scarce resources the GN must respond at each of these levels as various and diverse issues arise.

## **STRATEGIC LINK TO THE BATHURST MANDATE**

### **Healthy Communities**

Executive and Intergovernmental Affairs is committed to work with communities to support community capacity building, through ensuring there are adequate programs for training; support for decentralization; and that policies developed by the Government of Nunavut support capacity building at the community level.

### **Simplicity and Unity**

The Department of Executive and Intergovernmental Affairs has ensured that policies, and procedures newly developed or revised have been written in simple and understandable language and that these policies are easily accessible to the public. EIA also has ensured that all policies and procedures are compliant with Nunavut Land Claims Agreement.

### **Self Reliance**

The Department of Executive and Intergovernmental Affairs has ensured that decentralization was implemented and that this brought employment opportunities to the communities. Executive and Intergovernmental Affairs has been tracking, monitoring and evaluating government programs at all levels.

### **Continuing Learning**

The Department of Executive and Intergovernmental Affairs views every element of the government budget as a potential training budget and attempts to use every opportunity within its mandate as a training opportunity.



## CORE BUSINESS

The Department of Executive and Intergovernmental Affairs focuses on the following five lines of core business:

	Budget (\$000)	
	2003-04	2004-05
Executive	5,714	4,973
Corporate Services	748	698
Statistics	392	352
Communications, Policy, Planning and Evaluation	1,748	1,658
Intergovernmental Affairs	1,704	1,716
<b>TOTAL</b>	<b>10,306</b>	<b>9,397</b>

### Executive

Provides overall management and direction. The EIA Deputy chairs the Deputy Ministers' Committee meetings and is responsible for bringing forward the Cabinet agenda under the direction of the Premier.

### Objectives

- To support the Cabinet under the direction of the Premier.
- To communicate Cabinet direction to the public service.

Programs	Budget (\$000)	2003-04	2004-05
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<b>Deputy Minister / Assistant Deputy Minister</b>		689	828
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These offices support and organize the overall work of Cabinet and its committees, including legislation and translation.

<b>Cabinet Registrar</b>		336	231
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The Registrar facilitates, co-ordinates and supports the work of Cabinet by creating the conditions under which accurate and secure information can be collected, registered, recorded, translated and disseminated to Cabinet and within the Government of Nunavut.

<b>Decentralization/Corporate Priorities</b>		567	0
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The Decentralization Secretariat was dissolved following completion of major decentralization initiatives. Resources were used to complete the Program Review and

Pinasuaqtavut priority initiatives. Decentralization and government priority initiatives will be tracked and monitored during FY 04/05 using existing resources.

**Premier's Office** 893 869

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 these offices.

**Minister's Offices** 2,801 2,631

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** 185 189

The Commissioner of Nunavut is a federal appointee, similar to a provincial Lieutenant Governor. The Commissioner performs constitutional and representative duties, assists in protocol and cultural capacities, and responds to a large number of statutory obligations to approve, advise and assist the Government of Nunavut.

**Utility Rate Review Council** 243 225

The Council responds to the mandate set out in the Utility Rate Review Council Act to evaluate the cost structures of utilities and advise the Ministers of designated utilities on pricing and rate structures.

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**Total, Executive** 5,714 4,973

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**Priorities (2003-04)**

- Support the work of the current Cabinet;  
**Status:** *Coordinated weekly Cabinet meetings and the Cabinet Committee on Legislation as well as a retreat in Sanikiluaq. Coordinated bi-weekly meetings of Deputy Ministers, Assistant Deputy Ministers, Policy Officials, plus retreats for Deputy and Assistant Deputy Ministers to coordinate Cabinet direction and priority initiatives.*
- Support the effective transition to the Second Legislative Assembly and Government;  
**Status:** *Coordinated the development of transition briefing materials for the Premier, and Cabinet Ministers.*
- Support the work of the incoming Premier and Cabinet.  
**Status:** *Developed materials for briefing the new Cabinet on major governmental initiatives and issues, as well as options for direction.*

**Priorities (2004-05)**

- Support the work of the new Premier and Cabinet;
- Assist in the development and implementation of the new government’s mandate; and
- Support the offices of the Premier and ministers.

**Corporate Services**

Supports the internal functions of the Department of Executive and Intergovernmental Affairs; this includes the Government’s coordination of Access to Information and Privacy Protection (ATIPP).

**Objectives**

- Provide timely and accurate departmental financial and administrative processing
- Manage the assets and human resources of the department effectively
- Manage the GN’s access to information and protection of privacy requirements
- Monitor and support budgeted travel
- Develop and manage budgets with relevant signing authorities.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Access to Information</b>		159	152
The ATIPP function ensures compliance with the ATIPP Act; provides coordination of all ATIPP issues, activities and training; provides liaison with the Information and Privacy Commissioner as well as other jurisdictions; and provides consultative services to government staff in relation to access to information requests and internal processes related to access and privacy.			
<b>Support Services</b>		589	546
Corporate Services provides financial and administrative support to the department. This function focuses on providing up-to-date financial reports, document processing, systems support, human resource and contract support to the department. This support is also provided to the Office of the Commissioner, the Premier’s Office, Ministerial Offices, the Utility Rates Review Council and other initiatives created from time to time by Cabinet.			
<b>Total, Corporate Services</b>		<b>748</b>	<b>698</b>

### **Priorities (2003-04)**

- Update the ATIPP website with the legislative changes;  
**Status:** *Updated the ATIPP website to include information about the Act, links to the Acts, Regulations and Amendments; outlined the process of how to make a request, a correction or ask for a review; posted contact information for departmental/public body ATIPP coordinators.*
- Address the issues raised by the Information and Privacy Commissioner as they arise;  
**Status:** *Addressed issues raised by the Information and Privacy Commissioner as they were identified and tabled a Response to the Standing Committee on Government Operations and Services Review of the 2001-2002 Annual Report of the Privacy Commissioner.*
- Develop training plan and materials for new ministerial staff in relation to finance and administrative duties as required for post-election staff members;  
**Status:** *Developed a training plan and materials for new and outgoing Ministerial staff in relation to finance and administrative duties as required for post-election activities.*
- Enhance staff skills sufficiently to enable financial reporting from most positions.  
**Status:** *All corporate services staff are able to provide financial reporting from most positions.*

### **Priorities (2004-05)**

- Expand ATIPP training/awareness to staff and public in communities;
- Integrate ATIPP awareness with records management issues GN wide;
- Update list of public bodies through regulatory amendment;
- Continue staff training both on the job and through formal education; and
- Ensure that the transition for the new Cabinet is completed in an effective and efficient manner.

## **Statistics**

Statistics gathers, records, analyzes and disseminates statistical data on Nunavut to Nunavummiut and across Canada.

### **Objectives**

- Produce accurate and appropriate statistical data about Nunavut.

- Maintain a strong relationship with Statistics Canada.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Statistics</b>		392	352
<p>Nunavut Kiglisiniaqtiit (Nunavut Bureau of Statistics) is the GN's central statistical agency. It collects, analyzes and disseminates 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.</p>			
<b>Total, Statistics</b>		<b>392</b>	<b>352</b>

#### **Priorities (2003-04)**

- Disseminate additional data from the 2001 Census, the 2001 Nunavut Household Survey and the 2003 Survey of Businesses in Nunavut, including releasing the second annual Nunavut Socioeconomic Scan and the second annual Statistical Profile of Nunavut;  
*Status: A great deal of data was provided to data users over the year both inside and outside the GN. The 2003 Survey of Businesses in Nunavut was not conducted as there was no economic statistician.*
- Increase the amount of statistical data on Nunavut available on-line by strengthening the Nunavut Kiglisiniaqtiit website;  
*Status: On-going.*
- Conduct and release the results of the 2003 Nunavut Household Survey in an efficient and cost-effective manner.  
*Status: Delayed until 2004 due to staffing shortage.*

#### **Priorities (2004-05)**

- Establish a new office in Pangnirtung and hire new staff;
- Conduct and disseminate results from a 2004 Nunavut Household Survey;
- Conduct and disseminate results from a student/youth survey;
- Prepare and disseminate updated community-level population estimates and projections; and
- Release a 2004 Nunavut Statistical Profile.

## Communications, Policy, Planning and Evaluation

Under the direction and leadership of the Assistant Deputy Minister of Executive Council this unit is responsible for coordinating and leading the government's development, implementation, evaluation and communication of policy and program objectives.

### Objectives

- To coordinate government communication strategies and messages.
- To provide national and international access to information on Nunavut.
- To ensure the development of simple and understandable government policies.
- To liaise with government departments on their submissions to Cabinet.
- To produce and distribute effective evaluative reports on matters of Nunavut wide interest.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Communications</b>		919	858
As a centralized function, the Communications Division provides support to government departments in the development of communications products and services. By offering advice, direction, 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 Communications Division is committed to supporting interaction between the Government of Nunavut, organizations, and Nunavummiut by establishing and maintaining active links that foster two-way communication and easy access to programs and services. The Communications Division is also responsible for promoting the profile of the Government of Nunavut on a national and international level.			
<b>Policy and Planning</b>		336	509
Provides policy support and advice to Cabinet and government departments, as well as liaising with other organizations at the policy level. This is accomplished through chairing the Policy Officials Committee, assisting in departmental policy development, and providing an evaluation function on all Requests for Decision prior to Cabinet consideration.			
<b>Evaluation</b>		493	291
The Evaluation section conducts program evaluations and serves as a resource to GN departments and agencies with respect to evaluation and performance measurement.			
<b>Total, Communications, Policy, Planning &amp; Evaluation</b>		<b>1,748</b>	<b>1,658</b>

### Priorities (2003-04)

- Expand community communications beyond radio to include news bulletins (based on news releases), brochures and pamphlets;  
**Status:** *Fact sheets have been distributed for posting on Northern and Co-op store community bulletin boards.*
- Create and distribute role model posters;  
**Status:** *Several role model posters of Assistant Deputy Ministers and one featuring NHL player Jordin Tootoo were distributed to schools and hamlets.*
- Ensure material for www.gov.nu.ca is provided in all four languages: English, Inuktitut, Inuinnaqtun, French;  
**Status:** *Language availability has been expanded, especially with the launch of the Department of Culture Language Elders and Youth website.*
- Establish mentoring program and expand training and education for GN communications staff;  
**Status:** *Mentoring is underway and a desktop publishing course was delivered. A communications manual that provides assistance and guidance to GN communications practitioners was distributed to departments.*
- Increase the role of communications planning in the government policy process;  
**Status:** *EIA communications staff now regularly work with the EIA Policy Division and are active participants at meetings of the GN Policy Officials Committee.*
- Complete the Program Review;  
**Status:** *Program Review was completed in the fall of 2003.*
- Finalize and distribute a GN processes manual;  
**Status:** *The GN Administrative Process Manual is complete and is in the final stage of editing and will be released in spring 2004.*
- Improve policy development and cooperation with NTI;  
**Status:** *On going. NTI and EIA have a weekly meeting to discuss various issues.*
- Enhance awareness of GN policy issues and develop a growing policy community across Nunavut organizations;  
**Status:** *On going communication with non-governmental organizations.*

- Establish a GN performance measurement program to allow for statistical evaluations in areas of importance to departments;  
**Status:** *Due to staff shortages this has been delayed until the evaluation section is staffed in Pangnirtung.*
- Complete and release four evaluations.  
**Status:** *Due to staff shortages only one major evaluation on the Ilisaqsivik Society's Community-Based Suicide Prevention Program has been completed and will be released in the new-year.*

### **Priorities (2004-05)**

- Assess the communications needs of departments and provide advice and recommend tools to enhance communications activities across the government externally and internally;
- Ensure that GN communications materials meet the government's language services guidelines;
- Conduct a client review to assess the effectiveness of EIA Communications activities;
- Increase availability of local training to all policy staff across the GN;
- Establish a forum for Senior Policy Officials to develop a draft policy development agenda for the GN as to support the new mandate of government;
- Promote the field of policy development to Nunavut post-secondary and high school students;
- Establish the Evaluation section in Pangnirtung; and
- Establish a GN performance measurement program to allow for statistical evaluations in areas of importance to departments.

## **Intergovernmental Affairs**

The Intergovernmental Affairs Branch of the Executive is responsible for the management and development of intergovernmental strategies, policies and initiatives relating to federal, provincial, territorial circumpolar and aboriginal affairs.

### **Objectives**

- Establish and foster strong working relationships with other governments.
- Coordinate the development of government strategies, policies and initiatives relating to federal, provincial and territorial affairs.



- Coordinate GN activities relating to Nunavut Tunngavik, the Clyde River Protocol, Regional Inuit Organizations, and the Nunavut Land Claims Agreement, and overlapping claims.
- Coordinate the GN relationship with Indian and Northern Affairs Canada;
- Participate in and coordinate GN roles in Arctic institutions including Inuit Circumpolar Conference and Arctic Council.
- Advance the interest of the GN in the devolution of control over lands and resources in Nunavut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Aboriginal Affairs</b>		398	324
<p>Manages and advises on government policies and positions relating to the implementation of the Nunavut Land Claims Agreement, relations with Nunavut Tunngavik Incorporated, and relations with the federal government on other Aboriginal land claims that overlap with the Nunavut territory.</p>			
<b>Circumpolar Affairs</b>		363	409
<p>Represents the government in Arctic Council related issues, bilateral relations with other circumpolar governments and regions, and relations with circumpolar indigenous groups. This division provides contributions to the Inuit Circumpolar Conference to support a number of circumpolar initiatives and organizations.</p>			
<b>Devolution</b>		0	0
<p>Devolution and transfer of responsibilities of province-like responsibilities for land, water and resource management is a key component for the long-term development of Nunavut. The development of a strategy to define a timetable with Canada, and the new Minister of INAC, in partnership with NTI, will be undertaken using staff resources in other areas.</p>			
<b>Intergovernmental Affairs</b>		459	528
<p>The Intergovernmental Affairs branch of the Executive is responsible for the management and development of government strategies, policies and initiatives relevant to federal, provincial and territorial relations.</p>			
<b>Intergovernmental Relations</b>		260	262
<p>The GN Ottawa Office is led by the ADM for Intergovernmental Affairs and supported by legal counsel and office staff. Its primary function is to liaise with the federal government and other government offices in Ottawa. In addition, Ottawa staff is extensively involved in Implementation, Transboundary and Devolution negotiations.</p>			

<b>Protocol</b>	219	188
The Protocol Office is responsible for the development of guidelines for territorial protocol and procedures to be followed at events organized by the territorial government.		
<b>Senior Personnel Secretariat</b>	5	5
The Senior Personnel Secretariat supports and manages the relationship between the Premier and the senior employees of the Government of Nunavut, enhances the ability of the Premier to advance the objectives of a representative public service and reviews and organizes the compensation, benefits and duties of the senior public service.		
<b>Total, Intergovernmental Affairs</b>	<b>1,704</b>	<b>1,716</b>

#### Priorities (2003-04)

- Within a Provincial/Territorial framework, support the Premier in the advancement of Nunavut initiatives and priorities as they relate to First Minister's meetings and meetings of the Federal/Provincial/Territorial/Aboriginal Councils;

**Status:** *Supported the Premier at the Western Premiers, Annual Premier's or Premiers' and the Council of The Federation Conferences where he advanced Nunavut priorities and received support from provinces and territories for devolution and the need for an economic development agreement for the north. Premier was successful in advancing the need for education and housing as priorities in national aboriginal discussions.*
- Finalize strategy and policy on intergovernmental coordination;

**Status:** *Item is in draft and under development.*
- Develop a Memorandum of Understanding with the Government of Prince Edward Island;

**Status:** *Due to elections in PEI this item was postponed to a date agreeable to both Nunavut and PEI.*
- Facilitate the development, mobility and promotability of Senior Managers within the Nunavut Public Service;

**Status:** *Two beneficiaries were appointed as Deputy Ministers and others appointed as Assistant Deputy Ministers. Assistant Deputy Ministers were assigned to various departments for development purposes and to support and advance Nunavut priorities.*
- Initiate the development of a Director Development Program that is supportive of the ADM Development Program;

**Status:** *This is being developed and to be finalized with the Department of Human Resources.*

- Advance the process of devolving responsibilities for lands and resources management from the Federal Government to the Government of Nunavut.

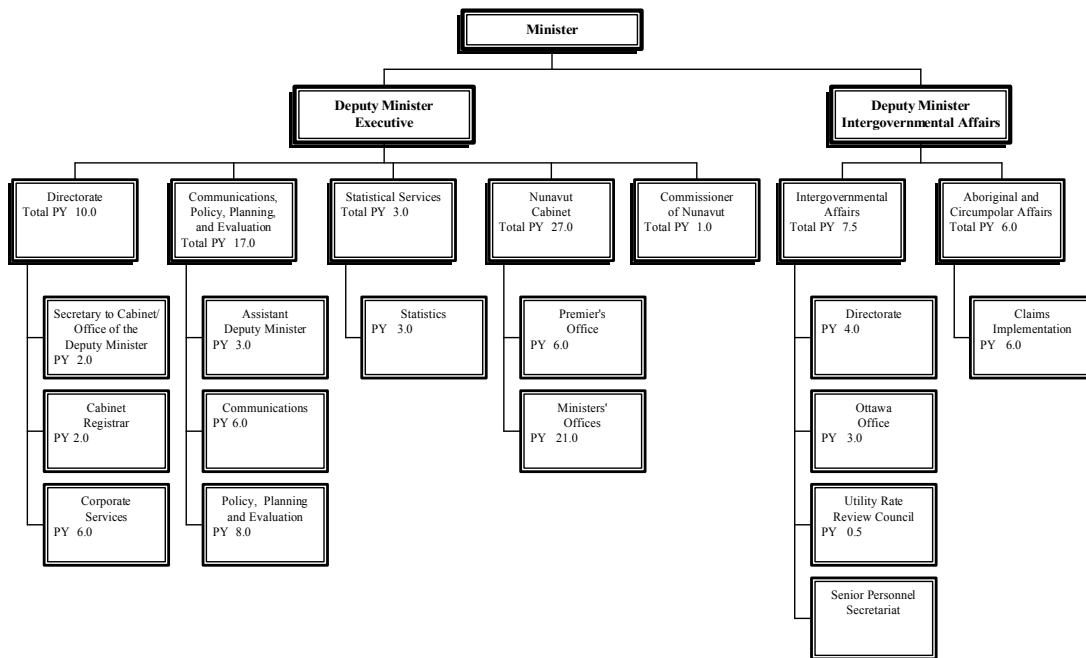
**Status:** *Discussions are continuing at the officials level and there is support through the INAC management level to continue this.*

**Priorities (2004-05)**

- Within a Provincial/Territorial framework, support the Premier in the advancement of Nunavut initiatives and priorities as they relate to First Minister's meetings and meetings of the Federal/Provincial/Territorial/Aboriginal Councils;
- Finalize strategy and policy on intergovernmental coordination;
- Advance the process of devolving responsibilities for lands and resources management from the Federal Government to the Government of Nunavut;
- Advance the Nunavut's priority with Canada for a Northern Economic Development Agreement;
- Advance Nunavut's need for support in health care and funding through First Minister's discussions;
- Develop a Memorandum of Understanding with Prince Edward Island;
- Facilitate the development, mobility and promotability of Senior Managers within the Nunavut Public Service; and
- Finalize the development of a Director Development Program that is supportive of the ADM Development Program.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	71.5
Vote 4/5 PYs	0.0
Revolving Fund PYs	0.0
<b>TOTAL PYs</b>	<b>71.5</b>

## **Departmental Roles**

### **Directorate/Office of the Deputy Minister**

This division provides overall management and direction. The Deputy chairs the weekly Deputy Minister Committee meetings and is responsible for bringing forward the cabinet agenda under the direction of the Premier.

### **Corporate Services**

The Support Services division provides financial, processing, systems, and administrative services and support to all divisions for the Department of Executive and Intergovernmental Affairs, including the office of the Commissioner and of the Premier and Ministers, as well as the Public Utility Board. It also acts as a GN-wide support for access to information responsibilities and requests.

### **Statistics**

This Statistics division is responsible for development and provision of accurate and independent data to government and the general public in the areas of statistics. This data is available to assist government in their decision-making, planning, implementation and evaluation, and to provide appropriate information to the public. Statistics also manages and conducts surveys for Nunavut in conjunction with Statistics Canada, using Nunavummiut in all communities.

### **Cabinet Registrar**

The Registrar facilitates, co-ordinates and supports the work of Cabinet by creating the conditions under which accurate and secure information can be collected, registered, recorded, translated and disseminated to the Cabinet and within the Government of Nunavut.

### **Communications**

The Communications division provides support to government departments in communicating information to Nunavummiut. It is also responsible for promoting the profile of the Government of Nunavut on a national and international level. By offering advice, direction and assistance in planning and co-ordination of public information, the Communications division aids departments in keeping Nunavummiut informed. It works to generate regular, clear and comprehensive reports on the activities of the Government of Nunavut.

### **Policy, Planning & Evaluation**

The Policy, Planning and Evaluation division provides support to the Secretary to Cabinet in the management and coordination of Cabinet operations, through the provision of analysis and policy advice on government policies, legislation, strategies and priorities, consistent with government and cabinet direction. The Policy & Planning division also provides leadership and a coordinating role in policy development

throughout government, chairing the inter-departmental Policy Officials Committee. It supports the work of the Government House Leader and maintains liaison with the Financial Management Board, the Legislative Assembly and GN departments and agencies. The evaluation section is responsible for development and provision of accurate and independent data and feedback to government. Evaluation is available to assist government departments and programs in their decision-making, planning, and implementation through good evaluation and analysis.

### **Intergovernmental Affairs**

The Intergovernmental Affairs division is responsible for the management and development of government strategies, policies and initiatives relating to federal, provincial, territorial, circumpolar and aboriginal affairs. It is distinctive in containing the offices of the Deputy Minister of Intergovernmental Affairs, who is also the Secretary to the Senior Personnel Secretariat. This high profile office serves the GN by participating in preparations for Intergovernmental activities such as the Western and Annual Premiers Conferences, First Ministers meetings and the Social Union Framework Agreement. It manages the Ottawa office of the GN, which supports all departments in work and relationships with the Government of Canada, and in the coordination and support for departmental and Ministerial meetings with Ottawa counterparts. Under the Director of Intergovernmental Affairs the GN's role in claims and circumpolar initiatives is managed, including participation in the work of the Arctic Council, the Nunavut Implementation Panel and the Clyde River Protocol.

### **Senior Personnel Secretariat**

This division supports and manages the relationship between the Premier and the senior employees of the Government of Nunavut, enhances the ability of the Premier to advance the objective of a representative public service and reviews and organizes the compensation, evaluation and duties of senior members of the public service.

## Financial Summary

Branch	2003 - 2004 Main Estimates		2004 - 2005 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	1,062	11.0	1,082	10.0
Grants & Contributions	0		0	
Other O&M	474		344	
<b>Subtotal</b>	<b>1,536</b>		<b>1,426</b>	
<b>COMMUNICATIONS, POLICY, PLANNING AND EVALUATION</b>				
Salary	1,288	15.0	1,400	17.0
Grants & Contributions	0		0	
Other O&M	697		589	
<b>Subtotal</b>	<b>1,985</b>		<b>1,989</b>	
<b>STATISTICAL SERVICES</b>				
Salary	321	6.0	237	3.0
Grants & Contributions	0		0	
Other O&M	71		115	
<b>Subtotal</b>	<b>392</b>		<b>352</b>	
<b>NUNAVUT CABINET</b>				
Salary	2,512	27.0	2,420	27.0
Grants & Contributions	0		0	
Other O&M	1,182		1,080	
<b>Subtotal</b>	<b>3,694</b>		<b>3,500</b>	
<b>COMMISSIONER OF NUNAVUT</b>				
Salary	79	1.0	89	1.0
Grants & Contributions	0		0	
Other O&M	106		100	
<b>Subtotal</b>	<b>185</b>		<b>189</b>	
<b>INTERGOVERNMENTAL AFFAIRS</b>				
Salary	765	7.0	818	7.5
Grants & Contributions	0		0	
Other O&M	421		390	
<b>Subtotal</b>	<b>1,186</b>		<b>1,208</b>	

<b>ABORIGINAL &amp; CIRCUMPOLAR AFFAIRS</b>				
Salary	543	6.0	515	6.0
Grants & Contributions	90		90	
Other O&M	128		128	
<b>Subtotal</b>	<b>761</b>		<b>733</b>	
<b>DECENTRALIZATION SECRETARIAT</b>				
Salary	473		0	
Grants & Contributions	0		0	
Other O&M	94		0	
<b>Subtotal</b>	<b>567</b>		<b>0</b>	
<b>TOTAL</b>	<b>10,306</b>	<b>73.0</b>	<b>9,397</b>	<b>71.5</b>



## APPENDIX II: Bathurst Mandate Status Report

Principle	Status
1.5.1 Work with communities to: create within each department of the Government of Nunavut the ability to support community capacity building.	A number of government-wide initiatives were undertaken in FY 03/04 including community economic development and suicide prevention. Community consultations supported the Program Review exercise.
2.1 Remove, consolidate or integrate un-needed government structures.	All government departments went through a reduction exercise during FY 03/04 to identify additional resources for health including modest changes to government structures.
2.3 Allow broad public access to all laws and to government policies, forms and program information in English, French and Inuktitut in all its forms.	Website and information development is ongoing. Departments have undertaken new initiatives such as the use of community radio to inform Nunavummiut, particularly those living in communities of program initiatives. HR - Recruitment is one example.
2.4 Write and maintain simple and understandable policies for every government department.	Plain language is a criterion for all policy development. Monitored by Policy Officials Committee and EIA Policy group.
2.7 Work within the land claim and with claims organizations to best use and share resources in Nunavut, while fulfilling land claims objectives and obligations.	GN departments work closely with NTI and RIO counterparts on many initiatives and generally with success such as the NNI policy, the Wildlife Act and the Economic Strategy. Joint Implementation negotiations are ongoing. Regular meetings are held between Senior Officials.
2.8 Develop a Nunavut business incentive policy, with our land claims partners, incorporating all the requirements of Article 24.	NNI Policy was comprehensively reviewed and major changes recommended by officials from GN and NTI were approved by both organizations for implementation on April 1, 2004. NNI Appeals Board was established by agreement.
2.9 Develop and implement a protocol agreement with Nunavut Tunngavik Inc. defining common goals and processes.	Clyde River Protocol adopted by GN and NTI. Document and processes have been jointly reviewed and Senior officials are recommending renewal with improvements to incoming Cabinet and NTI Board.
3.2 Fulfill the commitments of government to deliver employment to decentralized communities.	GN during its first term decentralized 458 positions to communities. Implementation is on-going in a number of departments. Initiative requires on-going monitoring and evaluation.
3.4 Develop and implement monitoring and evaluation systems for Government of Nunavut programs at all levels.	Government conducted a number of system wide reviews including the Program Review which led to a number of program delivery improvements. Evaluation unit being relocated to Pangnirtung and staffed.
3.7 Bring to Nunavut, or review and re-negotiate, all government functions contracted to the Government of the NWT on April 1, 1999.	Majority completed. Few outstanding including Sports North (lotteries) and Workers Compensation. Second government will consider next steps.
3.9 Work to allow Nunavut to take its place and develop its role as an active, articulate, patient and conciliatory partner within Canada and the	In the first government the Premier, Ministers and senior staff were very active in all important and relevant federal/provincial/territorial and circumpolar forums. They have dealt with issues of concern to Nunavut as well as those that impact on aboriginal people, northerners and Canadians

*Department of Executive and Intergovernmental Affairs*

circumpolar world.	in general.
4.8 View every element of the government budget as a potential training budget.	All departments are participating in Internship and mentoring programs. Many have cabinet directed requirements to train beneficiaries for specific positions.
4.14 Put into place strategies to develop Nunavummiut in every profession as part of a resident work force.	Education, Nunavut Arctic College and HR have programs and initiatives along with mandate specific departments such as Justice and Health to advance this objective.

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## **INTRODUCTION**

The Department of Environment has the lead responsibility in the Government of Nunavut (GN) for ensuring the protection, promotion and sustainable use of natural resources in Nunavut by supporting the management of the environment, wildlife, fisheries and sealing, and parks. The Department of Environment delivers a wide range of regulatory and program functions, and implements specific statutory and legal obligations of the GN, including a number of commitments under the Nunavut Land Claims Agreement (NLCA).

### **Our Mission**

Through *avatimik kamattiarniq* (environmental stewardship), which includes using Inuit *Qaujimajangit*, research, planning, monitoring, compliance and partnerships, we will ensure a balanced approach is taken in the way Nunavut's environment and resources are used.

### **Our Vision**

Nunavummiut, supported by the Department of Environment, are leaders in the protection, promotion, enhancement and sustainable use of our environment and its natural and cultural resources.

### **Our Principles and Values**

- Respect for the environment and the people we serve.
- Recognition that our legal and statutory obligations (including those under the NLCA) must be a priority for the department.
- Public safety and the protection of Nunavummiut and our environment is of critical importance.
- Public involvement and inclusiveness in decision-making, based on fairness and openness.
- Commitment to a collaborative partnership approach.
- Decision-making is performed holistically, guided by our mission and based on a balance of good science and Inuit *Qaujimajangit*.
- Simplicity and streamlining the accessibility and delivery of our programs.
- Transparency and accountability to Nunavummiut.
- *Piliriqatigiingniq*: people must work together in harmony to achieve a common purpose
- *Qanuqtuurunnarniq*: the ability to be creative and flexible and to improvise with whatever is at hand to achieve a purpose or solve a problem.
- Departmental services must be available in all official languages of Nunavut.

## **Inuit Qaujimajangit**

Inuit Qaujimajangit will provide the context in which we are open, responsive and accountable, and will be incorporated in the day-to-day business of the department.

The department promotes and integrates Inuit Qaujimajangit through an Inuit Qaujimajangit committee.

### **Inuit Qaujimajangit Priorities (2004-05)**

The department's Inuit Qaujimajangit priority areas for 2004-05 are:

- The formal establishment of a new IQ committee under the new departmental structure.
- Use of an IQ lens for all legislation, regulations, policies, and program development.
- IQ incorporated into the day-to-day business of the department.
- IQ incorporated into all departmental job descriptions.
- Focus on the development of a departmental workforce that is representative of Nunavut's population.
- Creation of a work environment where there is continuous learning of IQ.

## **ENVIRONMENTAL SCAN**

### **Our Land**

Nunavummiut are proud of our strong relationship to the environment and its resources. Although Nunavut is rich in wildlife and natural resources, our ecosystems are typically fragile, with limited resilience and long recovery times. Protection of our land, air and water and living creatures is of paramount importance and we are increasingly concerned with the need to protect and preserve areas that are reflective of Nunavut's natural and cultural heritage.

At the same time, economic development is a priority for the government and people of Nunavut. The need to ensure sustainable environmental and land use practices are used and maintained during any development is critical.

The Department of Environment is committed to supporting the development of sustainable and viable wildlife and fish management regimes in Nunavut, and this depends upon integrating Inuit Qaujimaqangit with the best possible scientific knowledge available under the general guiding principles of conservation and sustainability.

### **Our Communities**

Nunavut's rapidly growing population is contained in 25 small remote communities that often suffer from aging and/or inadequate waste management infrastructure. Our corresponding demand for increased development has resulted in a need to ensure that sustainable practices are used and maintained in the long-term.

The department must work with our communities to enhance and support the sustainable use of land and help provide Nunavummiut with security over our health and the health of our environment.

### **Our Partners**

Land and resource management in Nunavut is premised on an innovative co-management structure and an understanding that Nunavummiut play a major role in ensuring that this management is in keeping with our traditions, cultures and aspirations.

Through integrated and coordinated approaches with our partners and stakeholders, the department supports the development of healthy communities through responsible regulatory and program activities that ensure the sustainable use of wildlife and fisheries, protection of our environment and people, and the preservation of park and conservation areas. By partnering with other organizations and institutions, the GN can maximize the impact of research dollars and increase or supplement technical capacity.

The department builds collaborative partnerships with institutes of public government, crown corporations, Inuit organizations, federal government departments, hamlets, boards, committees, and other organizations in order to best accomplish our mandate.

### **Our Obligations**

The Department of Environment has the four following types of obligations and areas of responsibility:

- 1) **Nunavut Land Claim Agreement (NLCA):** Within the 42 articles of the NLCA, the Department of Environment has a number of specific obligations and areas of responsibility related to the management of its resources:
  - Ongoing responsibility for the co-management of all wildlife in Nunavut (Articles 5, 6 & 7);
  - Implementing the terms and conditions of the Territorial Parks IIBA including the operation of a preferential contracting policy for all territorial parks (Articles 8 & 9);
  - Negotiation and implementation of an umbrella IIBA for Conservation Areas (Article 9); and
  - Land Use Planning and environmental regulatory functions as they relate to development within Nunavut (Articles 10, 11, 12 & 13);
  - Attaining a representative level of Inuit employment in the Government (Article 23).
  
- 2) **Statutory Obligations:** The department has a large number of legislated obligations at the territorial, national and international level.
  
- 3) **Treaty and convention obligations and commitments:** There are a number of national and international treaties, conventions, and agreements that place obligations on Nunavut in the areas of wildlife management, environmental protection and the establishment of conservation areas. Examples include the Convention on International Trade in Endangered Species, the Canadian Biological Diversity Strategy and the Kyoto Accord.
  
- 4) **Partnership obligations:** Each of our many partnerships has unique obligations and commitments.



## **Critical Issues**

The Department of Environment faces the challenge of managing a wide range of issues, many of which are high on the public interest agenda. The critical issues facing the Department of Environment over the planning period include:

- Increasing the department's capacity to carry out its' mission and obligations. This includes a resolution to staffing issues (such as the absence of adequate housing), as well as supporting the successful conclusion of negotiations for NLCA implementation funding for the next ten year period.
- Development of the Nunavut Wildlife Act Regulations.
- Completion of Memoranda of Understanding (MOUs) on polar bear management with all Nunavut communities.
- Implementation of the Nunavut Climate Change Strategy.
- Performing due diligence and streamlining the Environmental Assessment process for resource development projects.
- Implementing the Territorial Parks Inuit Impact and Benefit Agreement.
- Completion of a fisheries strategy for Nunavut.

## **STRATEGIC LINK TO THE BATHURST MANDATE**

The Department of Environment has close ties to each of the four areas of the Bathurst Mandate – healthy communities; self-reliance; simplicity and unity; and continued learning. Through a holistic and integrated approach to the development for Nunavut, our vision and mission look toward a prosperous future for our people and our land.

### **Healthy Communities**

The Department of Environment understands that Nunavummiut need clean air, water and land, and healthy and abundant wildlife in order to lead productive lives. The department will work towards the protection, promotion and management of all aspects of our environment to ensure Nunavut meets these requirements.

### **Self-Reliance**

Inuit have been self-reliant for generations by using the environment wisely, harvesting when required and being mindful of the resources available. The department will work towards ensuring the land, water and air remain clean and healthy; and that wildlife, fisheries and other economic opportunities are sustainable, in order to continue our self-reliance.

### **Simplicity and Unity**

The department has been created to be more responsive to balancing the need for both development and protection on the environment. We will work to simplify and streamline our programs and services to this end.

### **Continued Learning**

The department recognizes the need for public education and promotion of the need for sustainable use of Nunavut's resources. We will continue to create programs and partnerships in support of this goal. Internally, staff will be encouraged to take advantage of personal learning opportunities and we will attempt to use every aspect of our programs and services to provide training opportunities both within and outside the department.

## CORE BUSINESS

The department takes an integrated approach to sustainable resource management by focusing on the three inter-related aspects of the environment –land, water, and air. The health of these will ultimately determine quality of life for Nunavummiut. Careful managing of our resources that depend on good quality land, water and air will ensure healthy communities in Nunavut.

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

	<b>Budget (\$000)</b>	
	<b>2003-04</b>	<b>2004-05</b>
Corporate Management	2,311	3,348
Environmental Protection	1,191	1,073
Parks and Conservation Areas	1,261	1,055
Fisheries and Sealing	1,234	1,107
Wildlife Management	8,608	7,628
<b>TOTAL</b>	<b>14,605</b>	<b>14,211</b>

All divisions are responsible for sector-specific program development and delivery as well as providing support for corporate management of the department.

### Corporate Management

Corporate Management is carried out by the Directorate, the Policy, Planning and Legislation, and the Corporate Services programs.

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 that programs and services delivered by the department reflect the priorities of the GN.

Corporate Services provides a full range of support services to the entire department in such areas as financial services and management, business plan development, human resource services, staff development, staff training and development functions.

Policy, Planning and Legislation (PPL) is responsible for integrating and coordinating policy, legislation development, planning functions of the department, and providing advice on policy and strategic direction to the Directorate as required. PPL works to ensure effective communications within the department, the GN, and with

Nunavummiut. PPL is also responsible for leading the incorporation of Inuit Qaujimagangit into all department activities.

### Objectives

- Provide management and support across the whole department.
- Provide strategic direction for the department and lead departmental planning and evaluation efforts and initiatives.
- Provide support and guidance to departmental operations by ensuring consistency in delivery of our programs and services.
- Provide transparency and accountability through financial and administrative management.
- Ongoing implementation and integration of IQ into the operations of the department.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Directorate</b>		687	678
The Directorate is responsible for overall management and direction of the department of Environment.			
<b>Corporate Services</b>		855	1,720
Corporate Services oversees all administrative, financial management and administration, human resource management, staff development and training and controllership support services for the department.			
<b>Policy, Planning and Legislation</b>		769	950
Policy, Planning and Legislation oversees all corporate planning, legislation and policy development, and associated research.			
<b>Total, Corporate Management</b>		<b>2,311</b>	<b>3,348</b>

### Priorities (2004-05)

- Develop the new Department of Environment's strategic plan;
- Review previous Department of Sustainable Development legislation, policies and strategies. Research, analyze, and develop new legislation and/or policies as appropriate;
- Develop and implement a departmental communication strategy;
- Ongoing implementation and integration of IQ into the operations of the department;

- Review and revise the departmental Inuit Employment Plan (IEP) including training initiatives and succession planning;
- Develop and implement training and development plans for internal and external needs in support of the department's mandate; and
- Develop performance measurements for all divisions and lead the review and evaluation of programs and associated performance measures.

## Environmental Protection

Environmental Protection is responsible for ensuring that Nunavut's environmental, natural and heritage resources are protected and promoted, while encouraging the development of a strong sustainable economy.

Environmental Protection ensures the protection of the ecosystem integrity of Nunavut through cooperative management of legislation, regulations, guidelines and enforcement in Nunavut.

Environmental Protection also ensures that the resources of the territory are used in a manner that takes into account their impacts on the environment, as well as mitigation of these impacts. The section has pro-active programs that are directed towards identifying and resolving common environmental issues such as land use planning, hazardous substance management, climate change, and air quality by providing environmental information in clear, concise and understandable terms.

### Objectives:

- Ensure the protection of the environment through compliance with the *Environmental Protection Act*, its regulation and guidelines.
- Ensure that environmental protection services are delivered to the public, government and industry in a cooperative, clear, consistent, efficient and professional manner.
- Undertake pro-active programs and partnerships that are directed towards identifying and resolving common environmental issues.
- Work with industry, government and the public to ensure that development will be undertaken in a manner that will minimize impacts to the environment.

Programs	Budget (\$000)	2003-04	2004-05
<b>Environmental Protection</b>		1,092	939

The environmental protection program includes the following areas: Environmental Assessment (EA) related to regional land use planning and implementation of the NLCA in partnership with Nunavut Impact Review Board (NIRB), the Nunavut Water Board (NWB), and the Nunavut Planning Commission (NPC); coordinating technical

advice on EA processes and environmental monitoring; and ensuring legislative and regulatory compliance by: monitoring air, water and soil, elimination and/or mitigation of environmental damage created as a result of discharge of hazardous substances into the environment in addition to providing advice and assistance regarding hazardous substances; and legislation development. This program also provides and facilitates environmental protection and enforcement in all of Nunavut's communities.

**Climate Change** 99 134

This program is part of the GN commitment to contribute to the National Climate Change Strategy. Overall, the strategy seeks the reduction of greenhouse gas emissions and to identify and monitor climate change impacts, developing adaptive strategies as required.

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<b>Total, Environmental Protection</b>	<b>1,191</b>	<b>1,073</b>
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#### **Priorities (2003-04)**

- Coordinate Environment Week Activities and the organization and delivery of World Environment Day. Continue to lead the Household Hazardous Waste Collection Day;  
**Status:** *On-going. Completed on an annual basis.*
- Publication and public release of the updated Environmental Protection Guidelines;  
**Status:** *Completed.*
- Develop and release of the Hazardous Waste Management Manual publication;  
**Status:** *Completed.*
- Continue monitoring and cleanup of contaminated orphaned sites owned/managed by the Government of Nunavut;  
**Status:** *An inter-departmental Contaminated Sites Working Group was formed to address the various issues associated with the ownership of these sites. A number of actions were taken and progress is being made.*
- Develop and release the Nunavut Climate Change Strategy, and implement approved initiatives;  
**Status:** *Climate Change Strategy completed and implemented the following:*
  - *Signed MOU on climate change with federal government departments of Environment and Natural Resources Canada.*
  - *Completed Inuit Qaujimajatuqangit Climate Change Studies (Kivalliq).*
  - *Established the Canada-Climate Change Impacts Adaptation Research Network-North in Nunavut.*

- Release the first annual green house gas emissions inventory and forecast.  
**Status:** *Completed and released greenhouse gas emission inventory and forecast.*

### **Priorities (2004-05)**

- Increase public and community awareness of management of household hazardous waste;
- Assess and develop a strategic plan to address waste oil issues in Nunavut;
- Continue monitoring and clean-up of contaminated and orphaned sites owned/managed by the Government of Nunavut;
- Work with the Nunavut Planning Commission to move the West Kitikmeot Land Use Plan forward;
- Work with the NIRB to review major development projects in Nunavut;
- In partnership with INAC and NTI, produce the first draft of the Nunavut Land and Resource Management legislation; and
- Support the development of implementation mechanisms for the Nunavut Climate Change Strategy.

## **Parks and Conservation Areas**

Parks and Conservation Areas is responsible for the promotion, planning, management, and operation of territorial parks and other protected areas, as well as planning and development for new parks. In cooperation with Nunavummiut, Parks and Conservation Areas showcases Nunavut's protected areas locally, regionally, nationally, and internationally to ensure protected areas continue to reflect the Nunavut Territory's unique heritage and represent the spirit, principles and special relationships established through the Nunavut Land Claims Agreement and the Inuit Impact Benefit Agreements (IIBAs) for Territorial Parks.

The Ecosystems Monitoring section is focused on coordinating and collecting all ecosystem research in Nunavut. Understanding and communicating information about Nunavut's environment and ecosystems is a requirement under new federal species at risk legislation. This information is also required to support land and resource processes and decision making in the territory related to land use planning and resource developments.

### **Objectives:**

- Support parks and conservation areas through programs, capital planning and development.
- Develop management plans that ensure ecosystemic integrity is maintained.
- Develop parks and maintain their facilities, equipment, and operations in a condition of quality that ensures a good reputation for Nunavut parks.

- Work with our partners to ensure our cultural, heritage, and natural resources are protected.
- Encourage parks and conservation areas to be representative of our cultural and natural heritage, landscapes, and habitats.
- Track the ecosystem research being done in Nunavut and build a comprehensive database of the scientific and IQ based knowledge of ecosystems throughout the territory.
- Develop in partnership with federal government sound research priorities and goals.
- Support public and industry education through information gathering, GIS mapping and database development.
- In partnership with Nunavummiut, ensure incorporation of IQ into ecosystem monitoring methodologies and environmental assessments.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Parks and Conservation Areas</b>		1,129	882
The Parks and Conservation Areas Program is designed to be representative of cultural and natural heritage, landscapes, habitats, and features throughout Nunavut. Parks priorities are established through planning processes, Community and Regional Economic Development Plans, NLCA/IIBA obligations, and System Planning.			
<b>Ecosystems Monitoring</b>		132	173
Ecosystems Monitoring coordinates and collects all ecosystem research in Nunavut in support of land use planning and resource development.			
<b>Total, Parks and Conservation Areas</b>		<b>1,261</b>	<b>1,055</b>

#### **Priorities (2003-04)**

- Establish Joint Planning and Management Committees for all Territorial Parks in Nunavut (NJPMC);  
**Status:** *Member selection process was completed just prior to the past election and appointments should be made early in the new fiscal year.*
- Develop a new Nunavut Parks Program and System Plan;  
**Status:** *This is dependent on the formal establishment of the NJPMC. However, several key steps have been taken or initiated:*



- Detailed draft training package has been developed to help build the NJPMC's capacity and ensure it fulfils the requirements of the IIBA and the NLCA.;
  - Draft Framework for park master plans has been completed;
  - Extensive background research for the Nunavut Park Program was initiated and is ongoing;
  - Nunavut park program planning model research was initiated and is ongoing.
- Commence negotiations for the IIBAs for Conservation Areas.  
**Status:** *Preliminary discussions have been held with NTI and the federal government. It is expected that full negotiations will begin in 2004-2005.*

### **Priorities (2004-05)**

- Establish Joint Planning and Management Committee for all Territorial Parks;
- Develop new Nunavut Parks Program and Systems Plan;
- Negotiate and complete park-specific appendices to the Territorial Parks IIBA for existing parks;
- Commence negotiations for IIBA for conservation areas;
- Assist in the development of a system of heritage rivers and territorial parks, that are representative of Nunavut's ecosystem;
- Establish functionality and compatibility of the ecosystem monitoring role. This includes developing a work plan and establishing priorities; and
- Incorporate ecosystem monitoring into the environmental assessment responsibility.

## **Fisheries and Sealing**

Business related to fisheries and sealing focuses on developing viable and sustainable sectors that will ensure that all revenues and opportunities derived from the territorial resources benefit Nunavummiut. Through the development and implementation of the Nunavut Sealing Strategy, the Nunavut Fishing Strategy and providing support to the fur sector, fisheries and sealing programs works towards maximizing economic opportunities for Nunavummiut within the principles of conservation and sustainability.

### **Objectives**

- Encourage and support a viable and sustainable fishery and fur sector, in cooperation with key stakeholders.
- Promote a clear understanding of fisheries development potential in Nunavut through community education and awareness.

- Represent Nunavut's interests at major federal, provincial, territorial meetings to ensure fair and equitable treatment with the rest of Canada.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Fisheries and Sealing Industry Development</b>		934	847
<p>This program fosters growth in Nunavut's fisheries sector through research, information on investment potential, liaison with the federal Department of Fisheries and Oceans (DFO) on fishery issues facing the territory, providing information to communities, profiling the sealing industry to Canada and the international community as well as training, and sector development. The Fisheries Development and Diversification fund provides a strategic investment of funds into an expanding area of Nunavut's economy. The purpose of this program is to support the development of Nunavut's emerging fishing industry.</p>			
<b>Commercial Fisheries Freight Subsidy</b>		230	190
<p>Subsidizes the transportation of fish to allow Nunavut fisheries to be competitive in southern markets.</p>			
<b>Fur Pricing Program</b>		70	70
<p>The Fur Price program is a service the government provides to assist harvesters with selling their furs for competitive prices and provides quick upfront payments for their skins. The sealskin purchase component, now the largest component of this program, was introduced to help revitalize sealing in Nunavut, and to put cash in the hands of harvesters following market collapse in the early 1980's. The program also encourages the full use of skins, surplus to household use, available from the traditional food hunt.</p>			
<b>Total, Fisheries and Sealing</b>		<b>1,234</b>	<b>1,107</b>

#### **Priorities (2003-04)**

- Continue promoting and marketing Nunavut sealskins, to ensure the current market is maintained;

**Status:** *Continued to promote Nunavut sealskin industry through Fur Harvesters Auction Inc., attendance at the Montreal Fur Show as well as through the development of promotional and educational materials.*

- Support the continued organizational development of the Baffin Fisheries Coalition (BFC);

**Status:** *The BFC experienced another productive year in the offshore turbot fishery harvesting more than 4,100 tons of quota. More than 450 tons of this quota was landed in Pangnirtung for further processing. The department continues to sit as*

*an ex-officio board member of the BFC to support its continued organizational development.*

- Expansion of turbot fishery for Nunavut in NAFO Division OA;  
**Status:** *Successfully lobbied DFO to increase the OA quota in 2003 from 4,000 tons to 4,400 tons and to contribute \$300,000 to an offshore turbot survey in OA in 2004. This survey has the potential to increase the quota significantly over the next couple of years.*
- Support vessel investment and/or joint venture options for Nunavut's offshore fishing industry;  
**Status:** *Supported BFC efforts to develop a proposal for the acquisition of an offshore fishing vessel, which is currently being considered by a number of funding agencies.*
- Development of extensive exploratory/test fisheries programming for the Territory;  
**Status:** *Conducted six successful test fisheries throughout Nunavut through the Fisheries Development and Diversification Program (FDDP). Through the FDDP, successfully leveraged in excess of \$1 million from various external sources, resulting in nearly \$1.5 million of new money injected into the development and diversification of Nunavut's fishery in 03/04.*
- Facilitate the implementation of fisheries related training in Nunavut;  
**Status:** *More than 20 Nunavummiut trained for direct employment in the offshore fishing industry. In addition, provided support to the BFC to develop a five year \$6 million training program for the offshore fishery, which is currently being reviewed by the federal government.*
- Development of the Nunavut Fisheries Strategy;  
**Status:** *Developed Fisheries Strategy Framework document, for consultation leading to the development of a detailed strategy.*
- Development of the Nunavut Sealing Strategy;  
**Status:** *Developed Fisheries Strategy Framework document, for consultation leading to the development of a detailed strategy.*
- Development of Nunavut Fisheries Observer program in cooperation with DFO.  
**Status:** *This program has been incorporated into the BFC's long-term training program and will be implemented subject to funding availability.*

### Priorities (2004-05)

- Develop and implement Nunavut Fisheries Strategy;
- Develop and implement Nunavut Sealing Strategy;
- Review and assess the dressed sealskin supply in Nunavut;
- Conduct a review of the Fur Price Program;
- Research the feasibility of a fisheries diploma program in partnership with Nunavut Arctic College and other funding agencies;
- Investigate feasibility of clam fisheries in Nunavut; and
- Continue the development of extensive exploratory/test fisheries programs for the Territory.

## Wildlife Management

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

### Objectives

- Conduct wildlife research, to improve our ability to make wildlife resource management decisions.
- Develop wildlife management plans, to ensure sustainable population levels are maintained.
- Develop legislation related to wildlife resources.
- Ensure legislative and regulatory compliance through enforcement.
- Promote conservation of wildlife resources through environmental education.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Wildlife Management</b>		5,138	4,639

This program coordinates and provides technical and legislative advice for all wildlife management functions in the department. The main component of the program is a network of wildlife officers and managers across Nunavut who are responsible for the delivery, enforcement, monitoring and compliance of wildlife management responsibilities, laws and regulations at the community level.

**Wildlife Research** 2,580 2,069

The wildlife research program funds a series of wildlife research projects in Nunavut. The program involves the collection of scientific research and IQ knowledge in order to make wildlife management decisions such as harvesting quotas, establishment of hunting seasons, hunting zones/boundaries, land-use designations and environmental impact assessments.

**Community Harvesters Assistance Program (CHAP)** 251 251

The CHAP focuses on providing support to individuals who depend on subsistence harvesting for a significant portion of their livelihood. The program varies across Nunavut, depending on individual/community needs and priorities.

**Hunters and Trappers Organizations (HTOs)** 317 317

This program provides core operating funding through the NWMB 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 Management Boards** 223 223

This program provides core operating funding through the NWMB to each of Nunavut's three Regional Wildlife Organizations (RWOs). This funding allows RWOs to play an active role, with the GN, in the regional management of renewable resources.

**Wildlife Community Support and Contributions** 99 129

This program administers a series of programs designed to support individuals and organizations involved in the harvesting and management of wildlife in Nunavut.

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**Total, Wildlife Management** 8,608 7,628

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**Priorities (2003-04)**

- Facilitate the enactment of a new *Nunavut Wildlife Act*;  
**Status:** *The Nunavut Wildlife Act was passed in December of 2003 after extensive community consultations.*
- Commence community consultation and drafting of new regulations under the Nunavut Wildlife Act;  
**Status:** *Drafting of regulations is well underway.*
- Introduce the Conservation Trust Fund and revised wildlife revenue schedules;

**Status:** *A renewed and revised Conservation Trust Fund was created under the Nunavut Wildlife Act. It will become operational when the Act comes into force.*

- Present completed polar bear MOUs for ministerial approval;

**Status:** *Final drafts of the MOUs for most communities have been signed. They will be presented for ministerial approval when all outstanding MOUs are signed.*

- Renewal of existing inter-jurisdictional wildlife management agreements with Manitoba and the Northwest Territories for the Bathurst Caribou Herd and Beverly Qamanirjuaq Caribou Herd;

**Status:** *The inter-jurisdictional management agreement has been signed for the Beverly Qamanirjuaq Caribou Herd. Details of the management plan are being worked out.*

- Ensure a minimum of one Wildlife Officer is based in every community in Nunavut.

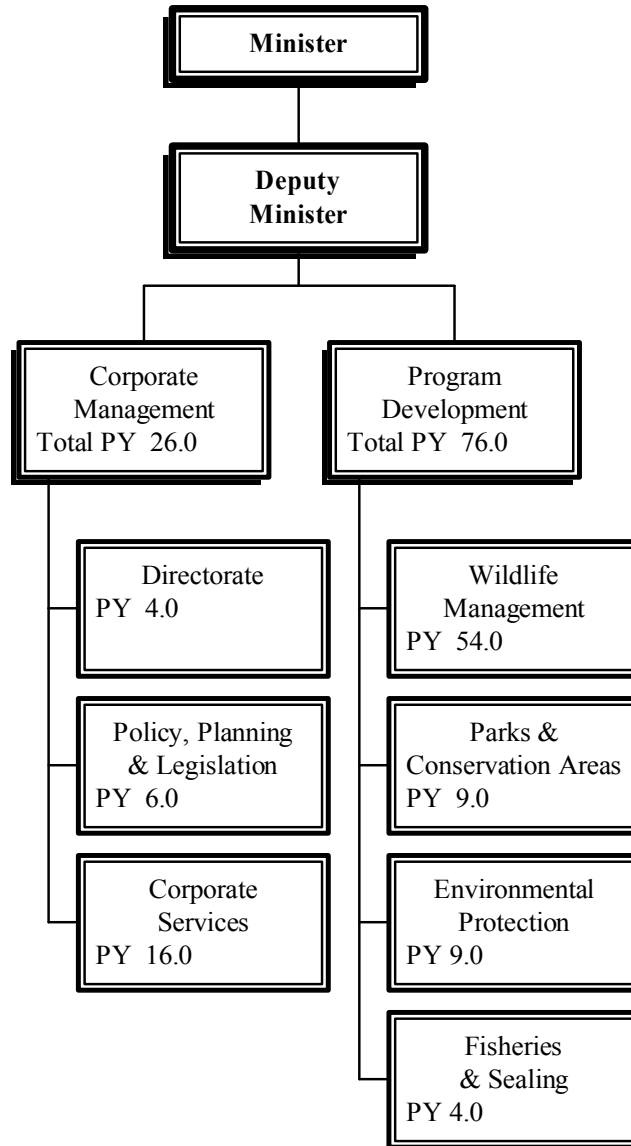
**Status:** *PYs have been obtained for this, and we are awaiting office facilities in Chesterfield Inlet.*

#### **Priorities (2004-05)**

- Continue community consultation and drafting of new regulations under the new *Nunavut Wildlife Act*;
- Finalize the polar bear MOUs for Ministerial approval;
- Establish Polar Bear Deterrent Program in every community;
- Complete hiring of staff for the decentralized office in Igloolik;
- Enhance research on polar bear population to meet MOU requirements;
- Improve processes for Licensing and Enforcement; and
- Meet our national obligations under *Species at Risk Act*.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	99.0
Vote 4/5 PYs	3.0
<b>TOTAL PYs</b>	<b>102.0</b>

## **Departmental Roles**

### **Corporate Management**

Corporate Management is carried out by the Directorate, the Policy, Planning and Legislation Division, and the Corporate Services Division, with sector-specific input from the Program Development and Delivery divisions.

Corporate Management is responsible for overseeing the overall management and operations of the Department of Environment, including the provision of leadership and overall direction, financial management, policy development, corporate and human resource management, and communications.

### **Directorate**

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 that programs and services delivered by the department reflect the priorities of the GN.

### **Policy, Planning and Legislation**

The division is responsible for strategic planning and all policy and legislative development for the department. All communications work, research, information, analysis, and advice regarding corporate and strategic direction also falls under this division.

### **Corporate Services**

The Strategic and Corporate Services Division is responsible for financial management, administration, and controllership support services for the department. This division is also responsible for all human resources and training and development functions within the department.

## **Program Development and Delivery**

### **Environmental Protection**

The Environmental Protection Division is responsible for all environmental protection activities through the provision of regulatory and enforcement activities derived from the *Environmental Protection Act*. The division reviews and regulates all development activities within Nunavut in co-management with the Nunavut Impact Review Board (NIRB) and the Nunavut Water Board (NWB). The division also represents Nunavut on all inter-jurisdictional environmental matters, and coordinates the prevention, monitoring and clean-up of all spills on Commissioner Lands. The division also coordinates GN positions related to land use plans developed by the Nunavut Planning Commission.



### **Parks and Conservation Areas**

The parks and conservation areas responsibilities stem from the *Territorial Parks Act*, and Article 8 of the *NLCA*. The division develops and delivers the Nunavut Parks and Conservation Areas Program, either directly or through third party agreements including capital planning, infrastructure, information services, marketing, promotion and research.

### **Fisheries and Sealing**

The division is responsible for all fisheries and sealing activities, and is tasked with developing a viable and sustainable fishery sector that will ensure that all revenues and opportunities derived from the territorial resources remains in Nunavut. The division is also the lead for implementing the Nunavut Sealing Strategy and providing support to the fur sector.

### **Wildlife Management**

The Wildlife Management Division is responsible for the *Nunavut Wildlife Act*, which provides for a co-management regime with the Nunavut Wildlife Management Board (NWMB). The division also provides scientific advice balanced with knowledge gained from Inuit Harvesters to form the basis for wildlife management decisions. Additionally, the Wildlife Division provides training and support to wildlife officers and coordinates conservation education and public education on wildlife management.

### Financial Summary

Branch	2003 - 2004 Main Estimates		2004 - 2005 Main Estimates	
	\$000	PYs	\$000	PYs
<b>CORPORATE MANAGEMENT</b>				
Salary	1,351	26.0	2,236	26.0
Grants & Contributions	0		0	
Other O&M	960		1,112	
<b>Subtotal</b>	<b>2,311</b>		<b>3,348</b>	
<b>PROGRAM DEVELOPMENT AND DELIVERY</b>				
Salary	6,672	78.0	6,436	76.0
Grants & Contributions	1,600		1,635	
Other O&M	4,022		2,792	
<b>Subtotal</b>	<b>12,294</b>		<b>10,863</b>	
<b>FUR MARKETING SERVICE REVOLVING FUND</b>				
Salary	0	0.0	0	0.0
Grants & Contributions	0		0	
Other O&M	0		0	
<b>Subtotal</b>	<b>0</b>		<b>0</b>	
<b>TOTAL</b>	<b>14,605</b>	<b>104.0</b>	<b>14,211</b>	<b>102.0</b>

## APPENDIX II: Bathurst Mandate Status Report

Principle	Status
1.3 Develop, with our land claims partners, a new Wildlife Act that recognizes the co-management regime of our resources	Bill 35, the Wildlife Act, passed third reading and received assent in the legislature December 5, 2003. Drafting of the regulations is underway, with target of mid-2004 for completion.
1.5.1 Work with communities to: create within each department of the Government of Nunavut the ability to support community capacity building	This is an on-going process. The department has completed a number of initiatives.
2.1 Remove, consolidate or integrate un-needed government structures	This process is well under way. We have revised, consolidated or eliminated a number of our policies and programs and will continue with this process in the upcoming year.
2.4 Write and maintain simple and understandable policies for every government department	This is an ongoing process with no final date for completion. Currently policy review is timed on a 5-year cycle for each of our key program delivery areas. Department of Environment's policy review process incorporates simplicity of delivery and structure, consistency with the principles of the Inuit Qaujimagangit, accountability to the people of Nunavut and transparency in program development and delivery.
4.8 View every element of the government budget as a potential training budget	This goal is being implemented on an on-going basis. The Department of Environment links our support on various projects, programs and partnerships to the development of training opportunities for Nunavummiut.
4.14. Put into place strategies to develop Nunavummiut in every profession as part of a resident work force	This is an on-going goal. In 2003, the department created three training and development positions to assist in the implementation of this process. We provide numerous training opportunities and encourage our partners to provide them as well.

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## INTRODUCTION

The Department of Finance is the primary advisor to the Government of Nunavut (GN) on all fiscal matters, and has the responsibility to ensure that public funds are used to support government priorities in a manner that is characterized by high ethical standards, accountability and openness.

The fundamental roles of the department are defined by the powers and responsibilities that are conferred upon the Minister of Finance by the Financial Administration Act (FAA). The Act also sets out the role of the department in supporting the functions of the Financial Management Board (FMB), and the responsibilities of the Deputy Minister as Comptroller General for the GN.

In the past year, Finance has re-structured to ensure that staff and resources are deployed effectively to fulfill its primary responsibilities and to meet the challenges facing the department.

Key departmental responsibilities include coordinating the budget development process for the GN, and reporting on the revenue and expenditure positions of the government; providing financial advice to the FMB and Cabinet; managing an accounting framework for government, including the payroll and financial systems; and developing policy direction in financial management, and fiscal aspects of human resource management.

### **Our Mission**

The Department of Finance is committed:

*to provide direction and leadership to ensure fiscal responsibility and to create a secure base for Nunavut's economic growth, while promoting and maintaining public confidence in the prudence, propriety and integrity of government financial operations and respecting the principles of Inuit Qaujimajatuqangit (IQ).*

### **Our Vision**

This mission emanates from a vision of a government that obtains and manages the financial resources necessary to meet its obligations and, provides open, timely and accurate information on territory's financial position, and the environmental dynamics that influence the position. The department has a vision of:

*a Nunavut where priorities are developed and pursued to maximize the use of territory's fiscal resources in harmony with the expectations of its citizens and where residents have productive choices for economic participation.*

## **Our Principles and Values**

The Department of Finance has adopted and will adhere to the following set of principles and values that flow naturally from the practice of responsible government, and specifically integrate the guidelines set out in The Bathurst Mandate:

- Residents of Nunavut have the right to open and full disclosure regarding the government's financial position, transactions and expenditures, to the extent allowed and required by the Financial Administration Act (FAA), and the Access to Information and Protection of Privacy Act.
- The Government of Nunavut (GN) is accountable, through the Legislative Assembly, to the residents of Nunavut for the conduct of its financial responsibilities.
- The GN will operate within its financial means.
- Nunavut residents should receive every opportunity to benefit from dollars spent by the government.
- The GN has a responsibility to acquire, utilize, protect and retire resources in the most effective and economic means available.
- The GN is committed to consensus leadership, public participation, and the incorporation of the IQ principles into the working environment within the Department of Finance.

## **Inuit Qaujimagatunqangit**

The departmental 'Principles and Values', described in the previous section, fully support an environment where programs and services are delivered in an open, fair and professional manner, and at the same time are especially tailored to the unique needs, opportunities and culture of the territory. Finance recognizes that IQ is the primary principle that governs day-to-day operations.

Finance is seeking to make IQ a viable part of the departmental process. IQ is a GN wide priority. The goals of the process are to make the IQ initiative clear, objective and practical. Pursuing these goals will strengthen the department and boost its image.

## **Inuit Qaujimagatunqangit Priorities (2004-05)**

- The Department of Finance will seek to strengthen the on-going IQ initiative. More time and resources will be committed to build, renew, and promote IQ within the department and across GN. Finance will consult with internal staff and others to build IQ and the departmental image. Finance realizes more has to be done to integrate IQ into the departmental process.
- The budgeting process revealed that there is a need to standardize financial terms in Inuktitut. The Department of Finance began the process of establishing common financial terms and will continue the process of translating financial terms into Inuktitut. Over time, it is hoped that all the financial terms that are

used regularly in reports, budget documents and day-to-day operations will have common translation.

- The department will continue to develop a Financial Management program in partnership with Nunavut Arctic College. When completed, the program will consist of six (6) modules. The first three (3) have been developed and are currently being used by the College. The remaining three (3) modules are nearing completion. The program will allow Inuit to receive financial training in Nunavut through an institution that can specifically tailor its course delivery to the special requirements of the territory.
- Finance has introduced an Intern training program that has the capacity to train 12 interns. Mentoring is a significant component of the program, providing additional training support to candidates while they receive specific on-the-job experience.
- Finance will seek creative ways to stimulate the Inuit Employment Plan initiative. Inuit staff need to realize the employment opportunities in the department. As well the department needs to find a way to connect with Inuit staff so that there can be dialogue between management and Inuit staff.
- The department will continue its annual practice of conducting at least one culturally interactive workshop on the land. This past year, the function was held at Peterhead Inlet.



## **ENVIRONMENTAL SCAN**

During the 2004-2005 fiscal year, Finance will continue to focus on developing a responsible and responsive financial framework for the conduct of government business. As well, the department will concentrate on refining the basic accounting structure and providing training and direction to the departments, boards and agencies that rely on this infrastructure in their day-to-day operations, and to ensure that the GN maintains an accurate account of all of its expenditures.

The GN is operating in a fiscal environment characterized by declining accumulated surpluses and increased expenditure pressures. An average annual increase of about 11% in expenditures from 2000/01 to the 2003/04 fiscal year – accompanied by revenue growth of about 9% during the same three-year period – indicates that current budgetary and expenditures trends are not sustainable over time.

The improvement of overall financial management is crucial to the implementation of basic controls within government. The Department of Finance will play an important role in this process. As well, timeliness in the release and/or submission of financial statements is essential in the overall management of fiscal resources, and Finance will ensure that completion of these reports is given the utmost priority.

On December 10<sup>th</sup>, 2003, Finance hosted a Financial Capacity Development session to stress the importance of developing and maintaining strong financial control practices. More than 100 senior staff from the GN and a number of staff from the Office of the Auditor General of Canada participated in the all day session. Presentations and accompanying discussions covered the full spectrum of financial management in government. In the 2004-2005 fiscal year, Finance will build on this initiative and will focus on strengthening financial management practices across the GN's departments, crown corporations and agencies.

In light of upcoming cost pressures, the critical path for reviewing the annual financial milestones will continue to be refined to reflect the priorities and planning imperatives of the government. More effective revenue and expenditure strategies and processes need to be put in place.

During the first four years, from 1999-2003, the GN generated a significant surplus of funds that allowed the government to invest in needed capital infrastructure and other strategic initiatives. However, at the close of the 2003-2004 fiscal year, virtually all the accumulated surplus had been spent. In the future, there will be a pressing need to make prudent decisions on the allocation of the territory's limited fiscal resources.

Unfortunately, only a very small portion of the GN's available funding is raised in Nunavut, and the territory relies heavily on the Government of Canada to provide more than 90% of its annual funding needs through federal transfers. The largest of these transfers is the Formula Financing Agreement, and an increased emphasis will be

placed on maintaining an effective dialogue with the federal government with respect to this agreement.

Finance also will work in concert with other GN departments to pursue devolution agreements with the federal government with regard to land and sub-surface rights. Unlike the provincial jurisdictions and the Yukon Territory, the federal government still has control of the revenue generated from developed lands, and devolution would provide the territory with control and the opportunity to collect royalties from its natural resources.

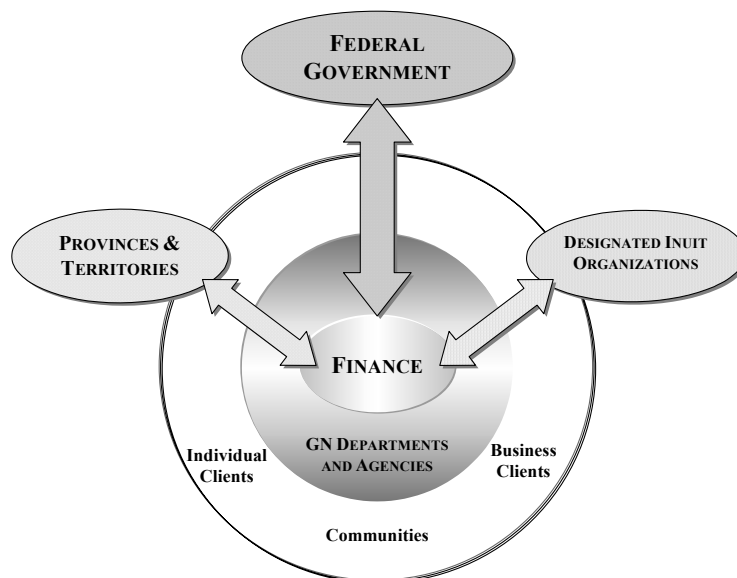
Other transfer arrangements and federal funding strategies are important to the long-term financial health of Nunavut, as well. Finance will continue to assess the implications of all such arrangements including the declining Canada Mortgage and Housing Corporation (CMHC) contributions for the maintenance of public housing in the territory, and changes to other social and health agreements. Also, the department will continue to make the case for adopting transfer formulae that are based on Nunavut's unique needs and circumstances.

The management of fiscal resources also is linked to the availability of human resource in Nunavut. Hence, training of Nunavummiut for future technical jobs in the field of finance, as well as recruitment for technical positions from other parts of Canada has been both identified as essential to the development of Nunavut.

### Stakeholders and Partners

Understanding the operating environment of the Department of Finance means identifying and recognizing the stakeholders and partners. These organizations include the federal government, provinces and other territories, designated Inuit organizations, GN departments and agencies and most importantly, Nunavummiut.

*Figure 1*  
STAKEHOLDERS AND PARTNERS



As a central agency, the Department of Finance operates within a structure that enables and guides other departments and agencies within the GN to access resources for the implementation of their programs and services.

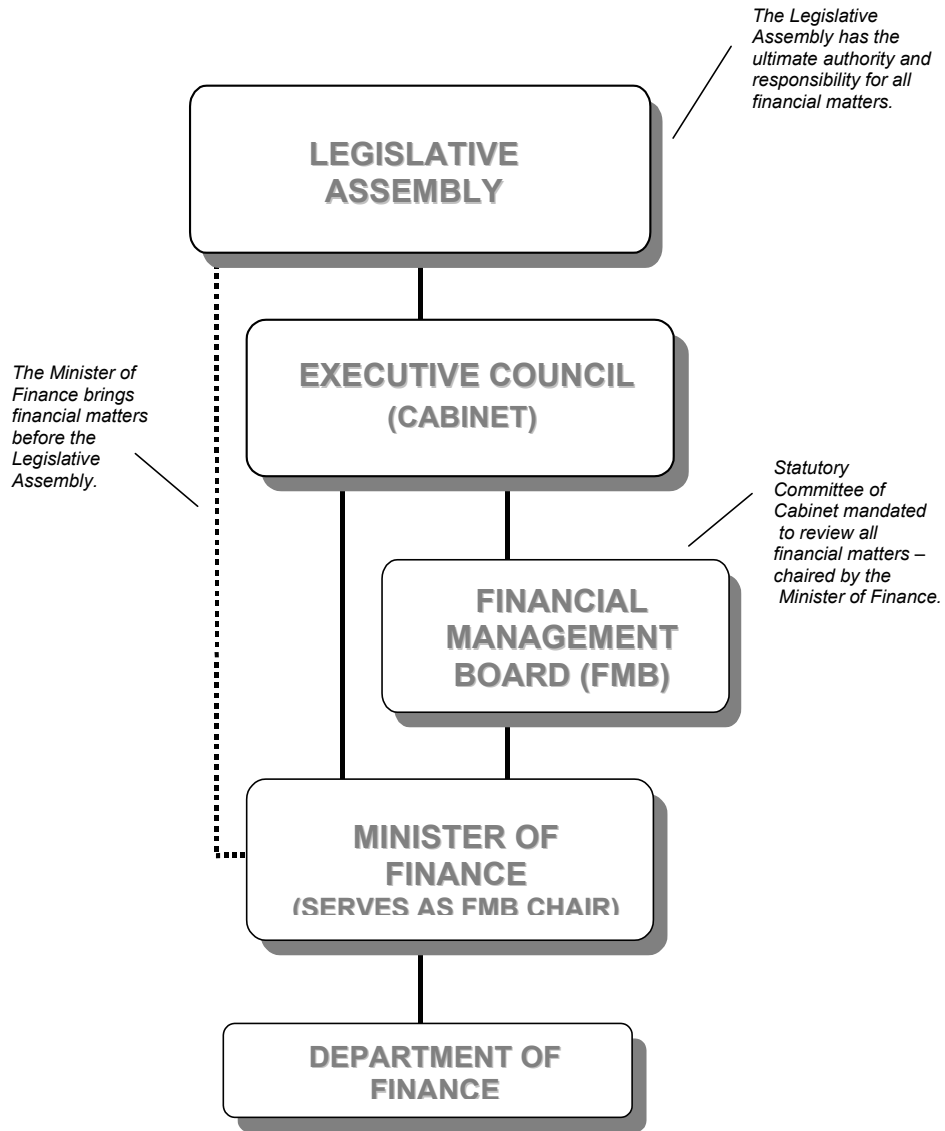
## **Critical Issues**

Finance faces a number of critical issues in the next fiscal year.

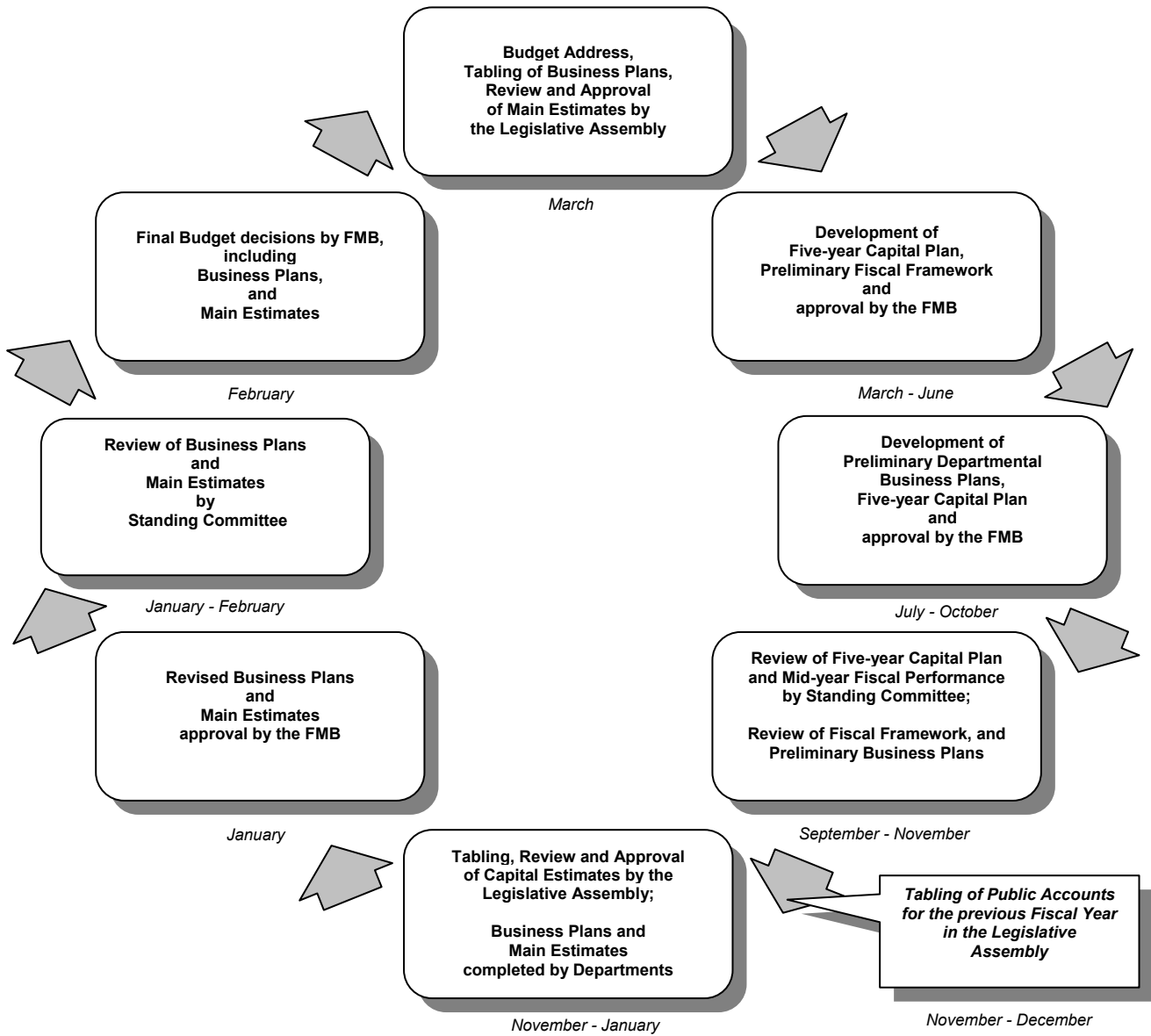
- The Formula Financing Agreement with the federal government is due to be renewed, while other fiscal arrangements and transfer agreements need to be monitored to ensure that eligible claims are submitted, and that the implications of increases, decreases and terminations are fully understood.
- Options need to be explored for generating sufficient revenues to satisfy the needs of the Government of Nunavut through fiscal transfers and efficient administration of its own revenue base.
- The department will have to develop financial management practices to ensure that the territory's limited financial resources are invested prudently and to ensure that the government has a balanced budget.
- The department's participation in the process of devolution of federal authorities over lands and resources in Nunavut is crucial. Along with Finance, the Department of Executive and Intergovernmental Affairs and other departments play critical roles in this process.
- Strategies have to be implemented to expand a range of financial information provided to Members of the Legislative Assembly and the public (see Figure 2 on page 7).
- The department needs to continue working closely with the Department of Human Resources to help foster the development of a positive labour relations environment for the GN and its employees.
- Finance will seek to strengthen its image internally and externally. The department will place greater emphasis on employee relations, orientation and IQ development.
- Training will remain crucial in various aspects of financial and expenditure management, especially among beneficiaries.
- The Department of Finance has ambitiously tackled the Inuit Employment Plan by creating an Internship program designed to develop the financial management skills of Inuit. Finance will continue to encourage Inuit staff to become more involved in the departmental process.

Figure 2

MANAGEMENT OF GOVERNMENT FINANCES



**Figure 3**  
**BUDGET DEVELOPMENT CYCLE**



## **STRATEGIC LINK TO THE BATHURST MANDATE**

### **Healthy Communities**

The department provides the financial framework within which communities receive their annual budgetary allocations. A key part of the framework is the Five Year Capital Plan that the department developed and up-dates regularly with the assistance of other departments. During the first five years, the GN committed to a number of strategic investments in much needed capital infrastructure. Of special significance are the three regional health centers that will be constructed in Iqaluit, Rankin Inlet and Cambridge Bay. Finance has played a lead role in the planning process for these facilities to ensure that each project moves forward quickly and effectively.

### **Simplicity and Unity**

Finance has developed training materials and presented workshops for staff in the departments to ensure that the general principles of financial management and government accounting are readily understood and can be applied in a simple straightforward manner. As well, the department has developed a number of processes that provide a unified approach across the GN for developing budgets, monitoring and reporting budgetary variances, as well as for the recording and processing of receivables and payable accounts.

### **Self-Reliance**

The department plays a lead role in determining the annual financial requirements of the GN, and provides guidance and a monitoring capacity to ensure that the government as a whole lives within its means. As well, Finance maintains an on-going relationship with the federal government to ensure that the special needs and circumstances of Nunavut are recognized as the parameters for funding levels are drawn for the Formula Funding Agreement and other federal/territorial funding arrangements.

The department also plays a significant role in developing the territory's position on the devolution of federal powers with respect to surface and sub-surface mineral rights. In time, control of these rights will provide the territory with a greater and a more financially relevant revenue base.

Overall, the department is responsible for preparing annual financial plans and long-range strategies that support the development and management of a stable financial foundation for the territory.

### **Continuing Learning**

Finance has instituted an internship program that at full capacity will provide a training environment for 12 interns. When candidates have completed the program, they will have the necessary financial background to move into various financial positions in the department. Over time, individuals who have completed the financial training program

*Department of Finance*

and acquired additional working experience will be qualified to perform progressively more senior level financial administration roles over the course of a career in the GN.

In addition, the department continually supports the principle that all components of the departmental budget can be used as a training vehicle, and actively supports staff who wish to acquire additional skills through the completion of short-term courses, participation in financial workshops, as well as through the completion of long-term courses and programs leading to accounting or other financial management designations.

## CORE BUSINESS

The programs of the Department of Finance are defined within six lines of business:

	Budget (\$000)	
	2003-04	2004-05
Advisory and Administrative	4,280	3,892
Fiscal Management	4,372	2,947
Internal Audit Services	999	888
Financial Operations	9,193	10,200
Centrally Administered Funds	24,544	34,586
Nunavut Liquor Commission and Licensing Board *	0	0
<b>TOTAL</b>	<b>43,388</b>	<b>52,513</b>

\*The Liquor Commission and Licensing Board do not appropriate funding as they functions through a revolving fund

### Advisory and Administrative

The *ADVISORY AND ADMINISTRATIVE* line of business includes the Directorate, and Corporate Services programs. Advisory and Administrative services provides overall direction in the delivery of Finance's programs, as well as administrative and human resource management.

#### Objectives

- To provide the Minister of Finance and the FMB with advice to maintain a sound GN fiscal position while supporting Nunavut's goal of self-reliance.
- Maintain a positive GN balance sheet, supporting departments in living within their means.
- Support financial capacity development across the GN, through efforts such as the addition of 12 financial internship positions.
- Provide day-to-day leadership and direction for all areas of departmental operations.

Programs	Budget (\$000)	2003-04	2004-05
<b>Directorate</b>		2,078	1,853

The *Directorate* coordinates the senior management of the department and ensures that the department fulfills its mandate. The Deputy Minister also serves as the Secretary of the Financial Management Board and as Comptroller General of Nunavut. The Directorate provides the FMB with administrative support.



**Corporate Services** 2,202 2,039

*Corporate Services* provides financial and administrative services to the Department of Finance. This program has four distinct functions: human resource support, planning, and evaluation; budget development, analysis, and control; coordination and implementation of the Financial Management Internship Program; and departmental financial accounting and payment services. It also leads the IQ initiatives within the department.

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**Total, Advisory and Administrative** 4,280 3,892

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**Priorities (2003-04)**

- Development of HR Procedures manual for the Department of Finance;  
**Status:** *Work is still on-going.*
- Implement Communication Plans for key messages of the Department of Finance;  
**Status:** *Work is still on-going.*
- Enhance the Department of Finance website;  
**Status:** *A new look was created for our website in June 2003 giving it a more individual feel. We are currently in the process of launching a French version, and an Inuktitut version will be available soon.*
- Improve budget tracking and reporting at the division level;  
**Status:** *Budget variance reports are now sent to each program manager after the end of each period and at the end of each quarter, each program manager is required to provide year-end projections to the branch ADM.*
- Develop the capacity to monitor policy development strategies in the department;  
**Status:** *Financial Acts and Regulations have been electronically filed for easy access on the Finance common drive.*
- Identify processes for the successful implementation of the Financial Internship Program;  
**Status:** *We have hired 12 interns and completed an orientation with these interns. We have also arranged for 2-separate Introduction to Accounting courses to be run.*
- Develop and implement a Financial Management Program, in partnership with the Arctic College;

**Status:** *Modules 1, 2 and 3 have been approved and are being delivered by Arctic College. Modules 4 and 6 have been approved and are waiting for the final re-write which will be completed by January 2004. Module 5 needs additional modifications and the department is working with Community and Government Services to have this Module re-worked.*

- Encourage the practice of IQ values in the workplace.

**Status:** *A culturally interactive workshop was organized out on the land at Peterhead Inlet. As well, many of the financial terms have been translated from English into Inuktitut.*

### **Priorities (2004-05)**

- Complete an offering, here in Nunavut, of all 12 courses for the Accounting Certificate Program from Algonquin College and have the first graduate class effective August 2004;
- Complete the establishment of the Corporate Services Division with a clear picture of our role and responsibilities (budgeting/human resources/internship/financial processing);
- Establish a strong leadership role for the Financial Interns with regards to their learning plans, their status evaluation and in regards to their corporate networking; and
- Work with the Canadian Executive Services Organization (CESO) to establish mentoring plans for some of the Financial Interns who need to develop various skill sets.
- Mobilize an image building campaign to enhance the departmental image. It is an ongoing plan for Department of Finance to seek new ways to build its capacity and image. Part of the retention strategy is to make Finance an attractive and satisfying department to work.

### **Fiscal Management**

The *FISCAL MANAGEMENT* line of business covers the Expenditure Management, Fiscal Policy, and the Taxation and Risk Management programs. Fiscal Management develops the GN's multi-year fiscal framework, manages the annual budget development process, provides analysis, assesses requests and provides recommendations to the FMB on financial and economic conditions affecting the government's fiscal priorities and policies, manages the territorial tax system, provides tax policy advice and manages the risk management function.

## Objectives

- To monitor, manage and negotiate the Formula Financing Agreement and other fiscal transfer arrangements;
- To manage revenue and tax regimes as well as to advise on Canadian and Nunavut tax policies;
- To facilitate the evolution of GN revenue strategy;
- To ensure sound financial decision-making;
- To coordinate the GN's annual budget development process;
- To ensure public reporting of the government's fiscal year plans and financial position;
- To provide independent and objective advice on the fiscal implications of existing policies and proposed initiatives;
- To provide macro economic analysis and planning capacity;
- To provide the GN's risk management function.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Expenditure Management</b>		1,690	1,287
<i>Expenditure Management</i> coordinates, facilitates and provides policy and financial direction to the GN business planning and budget development processes (i.e. Capital Estimates, Main Estimates and Supplementary Appropriation(s)). In addition, financial management advice, as well as policy and administration support, are provided to the Financial Management Board and to GN departments and agencies.			
<b>Fiscal Policy</b>		1,023	584
<i>Fiscal Policy</i> administers, manages and negotiates the territory's Formula Financing Agreement with the federal government. The program develops Nunavut's overall strategic financial framework and monitors its performance relative to financial trends in jurisdictions that influence the government's current fiscal position. It provides advice on fiscal policy issues taking effectiveness, efficiency and affordability into consideration.			
<b>Taxation and Risk Management</b>		1,659	1,076
<i>Taxation and Risk Management</i> develops and implements tax policies (income – personal and corporate, payroll, property, petroleum, and tobacco) for Nunavut. The program co-manages the Nunavut Child Tax Benefit Program. It implements risk and cash management initiatives, ensuring that the government's banking, borrowing and investment activities are developed to reflect industry standards and territorial needs.			
<b>Total, Fiscal Management</b>		<b>4,372</b>	<b>2,947</b>

**Priorities (2003-04)**

- Renegotiate the Formula Financing Agreement with the federal government;  
**Status:** *Negotiations on a renewed Formula Financing Agreement have not been completed and will overlap into the new fiscal year.*
- Further develop and manage the GN's revenue strategy;  
**Status:** *Work is on-going.*
- Review Expenditure Management policies and revise Financial Administration Manual sections specific to the program;  
**Status:** *Draft revisions to the Financial Administration Manual sections have been completed. This project will be completed early in the new fiscal year.*
- Consider and plan for a process for reporting the Main Estimates at the program level beginning in 2004-2005;  
**Status:** *The 2004-05 Main Estimates will be presented in its existing format at the branch level. Further discussions will take place in the new year to determine if changes will be made for the 2005-06 fiscal year.*
- Improve the overall expenditure management process for FMB by implementing a medium-term expenditure forecast; improving the budgeting process to allow more strategic allocation of resources and providing better information and analysis for decision making;  
**Status:** *A 3-year expenditure forecast model was developed and implemented. This model will be used as the basis for providing financial information to the FMB for decision-making purposes. Work is still on going to improve the budgeting process.*
- Review the capital planning process and develop an asset inventory for planning purposes;  
**Status:** *Working through The Interdepartmental Committee on Capital Planning, proposals to revise the capital planning process have been provided to the Deputy Minister's Committee (DMC) for consideration. Recommendations will be made to the Financial Management Board based on the guidance provided by DMC. Further, computer software for the compilation of a capital asset inventory was acquired and the Department of Community and Government Services is coordinating the preparation of data required to implement the asset inventory.*
- Deliver information/training workshops to departments on FMB processes;  
**Status:** *Work is still on going to develop an information/training package, with the intent of commencing the workshops in the 2004-05 fiscal year.*

- Develop processes in tax administration placing more emphasis on tax enforcement and compliance.

**Status:** *Efforts are continuing to improve the data processing and monitoring activities as well as upgrading the computer software. Progress has been made in tax enforcement and compliance.*

**Priorities (2004-05)**

- Complete the renewal of the Formula Financing Agreement;
- Provide regular forecasts of government own source revenues and transfers;
- Develop a cash flow projection model that is linked to the fiscal framework;
- Participate in discussions regarding the devolution of the resource management functions from the federal to the territorial government;
- Complete revisions to the Financial Administration Manual as related to expenditure management;
- Complete revisions to the FreeBalance software to enable further decentralization of budget processing to departments;
- Make recommendations to the Financial Management Board for revisions to the capital planning process, and if approved, work with other departments to implement the revised process;
- In consultation with other departments, consider options and seek FMB approval for better integration of the 3-year Expenditure Forecast and the Business Plan processes;
- As part of the budget planning exercise, investigate the integration of accrual-based budgeting;
- Commence the delivery of information/training workshops to departments on FMB processes;
- Improve the tax enforcement and compliance activities;
- Provide additional multi-tax training to the compliance officers;
- Establish a loss prevention plan and coordinate this loss prevention plan with ICCP and FMB;
- Promote a risk financing plan; and
- Promote risk management throughout Government.

## Internal Audit Services

The *INTERNAL AUDIT SERVICES* line of business provides the departments and agencies of the GN with independent audit and consulting activities.

### Objectives

- Provide audit and consulting support for GN departments and agencies, prioritized by highest risk and vulnerability;
- Formulate and implement an Annual Audit Plan;
- Support GN departments in correcting audit issues raised by the OAG.

Program	Budget (\$000)	2003-04	2004-05
<b>Internal Audit Services</b>		999	888
<i>Internal Audit Services</i> supports the departments and agencies of the GN by providing independent audit and consulting activities in a manner designed to add value and improve operations. Our activity helps the GN accomplish its objectives by bringing a systematic, disciplined approach to evaluation and improving the effectiveness of accountability, risk management, control and governance processes.			
<b>Total, Internal Audit Services</b>		<b>999</b>	<b>888</b>

### Priorities (2003-04)

- Provide audit and consulting support for GN departments and agencies, prioritized by risk and vulnerability.

**Status:** *As of February 2004, IAS completed thirty-six audits and nine consulting activities during the 2003-04 fiscal year, and currently has five audits in work-in-process status.*

*IAS has been strengthened with an “Internal Audit Policy” Directive (Number 603) issued in October 2003, and currently, an Internal Audit Committee is being initiated.*

### Priorities (2004-05)

- Conduct compliance audits, and respond to enquiries from GN departments;
- Conduct forensic investigation, and conflict of interest audits;
- Facilitate the implementation and operation of an “Internal Audit Committee”;
- Design and implement a communication strategy directed at clients;

- Refine the direction of the Audit function within the GN, through consultations;
- Concentrate upon “accountability” and “governance” issues; and
- Provide training and development opportunities for staff, and participate in the Internship Program.

## Financial Operations

The *FINANCIAL OPERATIONS* line of business includes Government Accounting, Application Support, Compensation and Benefits, and Regional Financial Services programs. Financial Operations provides an accounting management framework and systems that support GN mandates. As well, it establishes and manages the form and content of the financial records.

### Objectives

- To manage and operate the government-wide accounting framework and systems, and to provide accounting support services to GN departments and agencies;
- To prepare annual Statement of Public Accounts;
- To provide compensation and payroll services, as well as to address compensation policy issues and support collective bargaining process.

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<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
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<b>Government Accounting</b>		2,407	2,229
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*Government Accounting* maintains the government-wide accounting framework and provides accounting support services to GN departments and agencies. This includes maintaining the government’s financial accounting records and internal controls, ensuring accuracy and confidentiality, as well as the preparation and publication of the annual Public Accounts for Nunavut. This program also manages the Accounts Payable function of the government and has the responsibility for the Financial Administration Manual (FAM).

<b>Application Support</b>		521	2,202
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*Application Support* maintains the operational functionality of the financial accounting system, as well as manages and provides operational support to the following GN financial systems: FreeBalance, Visa “First View” (Corporate and individual credit cards), Crystal Reports, Personality 2000 (database table maintenance and technical support) and User Defined Report (UDR) systems.

<b>Compensation and Benefits</b>	2,062	1,876
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*Compensation and Benefits* provides comprehensive payroll and benefit services to government employees and functional support to payroll and benefit operations carried out by the three Regional Financial Services offices. Compensation and Benefits has the overall responsibility for the maintenance and management of the pay system used by the government. The program also addresses compensation policy issues and supports the collective bargaining process.

<b>Regional Financial Services</b>	4,203	3,893
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*Regional Financial Services* provides accounting, financial, as well as payroll and benefit services to the Government of Nunavut decentralized offices located in the three regions outside of headquarters.

<b>Total, Financial Operations</b>	<b>9,193</b>	<b>10,200</b>
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**Priorities (2003-04)**

- Complete the review of the Financial Administration Manual (FAM);  
**Status:** *The FAM is now available to all GN employees through the Department of Finance Intranet. This site contains GN reviewed and approved directives as well as the remaining ones adopted from the GNWT. On a priority basis the remaining FAM directives are being reviewed and modified in consultation with GN departments.*
- Implement regular training programs on a variety of financial operations functions to GN staff;  
**Status:** *Training programs for expenditure and revenue processing, Freebalance and other financial applications are offered to departmental staff on an as needed basis.*
- Upgrade and enhance the FreeBalance system to better meet government business requirements;  
**Status:** *Improved System and Data Integrity checks have been specified, designed, developed and system tested. A performance enhancement to speed up processing has been configured and tested.*  
*An upgrade to the FreeBalance system is currently at the User Acceptance Testing stage. New reports are being specified to assist the government in achieving Level 2 as described in the Office of the Auditor General of Canada's accountability module.*
- Identify a common platform to link together FreeBalance and Personality 2000 financial systems to provide shared and secured database for the government;



**Status:** *The platform, a GN Gateway, has been designed and is currently being developed. The first Release is currently at the User Acceptance Testing stage. The next Release is targeted for early 2004-05 fiscal year which will extend the platform to be able to accommodate a link for all financial systems through a shared and secure method.*

- Complete Phase I of the implementation of the new integrated payroll and HR system;

**Status:** *To support the integration of the new integrated payroll and HR system, a combined User Acceptance Test Plan has been developed and is being implemented.*

- Implement systems to continue to improve payment procedures;

**Status:** *Extensions for Expenditure Processing to the FreeBalance system have been defined and are in the design process.*

- Enhance reporting of payroll and benefits related management information to GN departments;

**Status:** *Payroll reporting has been enhanced by processing the expenditure reports and accurately reflecting these expenditures in FreeBalance in a more timely manner for departments this fiscal year.*

- Increase the number and expand the scope of training workshops aimed at improving staff financial skills and professional development;

**Status:** *Workshops conducted by the Canadian Payroll Association have been held in Igloolik and Iqaluit. In addition, staff not enrolled in the Internship Program are taking the opportunity to participate in courses offered for the interns.*

- Improve the communication of employee benefits information, including workshops with the Department of Human Resources;

**Status:** *Pension workshops were offered in Iqaluit and Igloolik in the fall of 2003 explaining retirement options to employees.*

- Expand the disclosure of detail in the Public Accounts.

**Status:** *In consultation with the Office of the Auditor General and GN departments, the Public Accounts will to the extent possible provide the reader with a level of detail to assist in the understanding of the Government of Nunavut's financial position at year-end.*

### **Priorities (2004-05)**

- Complete financial system enhancements to support attaining Level 2 accountability;

- Complete the implementation of the Human Resource Information Payroll System;
- Assist in the completion of the collective bargaining process to reach a collective agreement with the Nunavut Employees Union;
- Settle the dispute between the GN and the GNWT on the division of the Nunavut Power Corporation assets;
- Issue a Request for Proposal for the GN banking services;
- Complete on a priority basis revisions to the Financial Administration Manual;
- The Application Support Section will be strengthened to support the requirements of:
  - Regular training programs on a variety of financial operations functions to GN staff related to financial systems;
  - Continuing to extend the core financial system's (FreeBalance) capability to better meet government business requirements;
  - Providing the needed financial application system support for GN departments;
- Expand the Department of Finance Intranet to incorporate online access to procedures that are linked to the Financial Administration Manual policies. This includes the development of formal financial processing procedures to ensure proper controls are well defined and available to all GN departments;
- Continue to re-engineer financial procedures to become more effective and efficient;
- Implement new Service Level Agreements internally (with the Department of Community & Government Services) and externally (with software vendors) to ensure problems are resolved within the timeframes required and minimizing the operational impacts to the GN departments;
- Further extend the core financial system (FreeBalance) to improve financial and accounting system capabilities to meet the business needs of the government and assist in Strengthening Financial Management; and
- Test and eventually implement AccessDirectNet, a web base application, which will replace the existing FirstView Software for the Monitoring of all Transactions made with the Government of Nunavut's departmental Credit Cards.

## Centrally Administered Funds

The *CENTRALLY ADMINISTERED FUNDS* line of business includes Employee Benefits, Insurance, Power Subsidy, and Commercial Lease programs. Centrally Administered Funds ensures that a number of GN activities, assets and commitments are honoured and protected. Its objectives also include provision of some benefits and subsidies to GN employees under the agreement between the public service and the government.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Employee Benefits</b>		8,916	7,070
<i>Employee Benefits</i> provides funding for dental and Workers' Compensation Board premiums, medical travel, parental leave, leave and termination, and other benefits for Government of Nunavut employees.			
<b>Insurance</b>		1,505	2,274
<i>Insurance</i> , which provides liability insurance coverage for Government of Nunavut activities and assets, is a component of the Government of Nunavut's risk management function.			
<b>Power Subsidy</b>		4,750	15,000
<i>Power Subsidy</i> provides equitable power rates throughout Nunavut to private residential customers to encourage private home ownership and to small commercial enterprises to support the development of northern business.			
<b>Commercial Lease</b>		9,373	10,242
<i>Commercial Lease</i> provides the payments for the Government of Nunavut's leased office buildings, acquired as part of the Nunavut Incremental Infrastructure program and the mortgage interest payments for the Sivummut Building.			
<b>Total, Centrally Administered Funds</b>		<b>24,544</b>	<b>34,586</b>

## Nunavut Liquor Commission and Licensing Board

The *NUNAVUT LIQUOR COMMISSION AND LICENSING BOARD* line of business includes the Nunavut Liquor Commission and the licensing and enforcement of liquor regulations. The Liquor Revolving Fund was established under the Liquor Act and provides working capital to finance and administer the operations of both the Commission and the Nunavut Liquor Licensing Board.

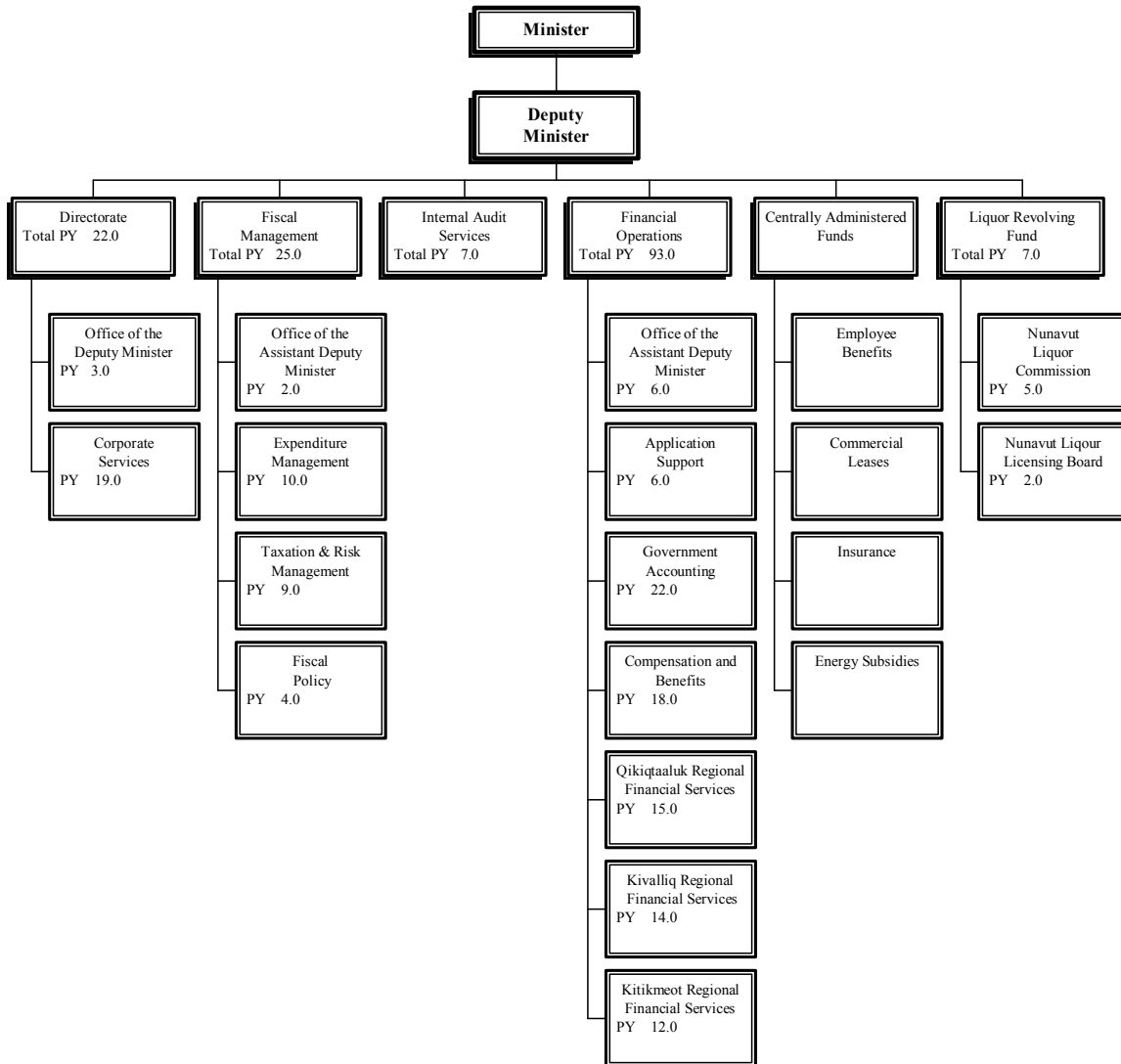
**Objectives:**

- To ensure the lawful purchase, sale, classification and distribution of liquor in Nunavut;
- To promote compliance with liquor-control legislation and regulations by cooperating with user groups and other agencies and by educating the public about the *Liquor Act* and Regulations;
- To implement strategies, activities, procedures and programs to ensure that liquor licensees are aware of their responsibilities and obligations under, and to ensure their compliance with, the *Liquor Act* and Regulations;
- To advise the Minister on all matters of policy, education, legislation and administration related to licensing and enforcement as prescribed in the *Act*.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Nunavut Liquor Commission</b>		0	0
The <i>Nunavut Liquor Commission</i> is responsible for the purchase, warehousing, and distribution of all alcoholic beverages in Nunavut.			
<b>Liquor Licensing and Enforcement</b>		0	0
<i>Liquor Licensing and Enforcement</i> is responsible for issuance of all types of liquor permits and for the enforcement of liquor-related regulations and restrictions.			
<b>Total, Nunavut Liquor Commission &amp; Licensing Board</b>		<b>0</b>	<b>0</b>

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	147.0
Vote 4/5 PYs	0.0
Revolving Fund PYs	7.0
<b>TOTAL PYs</b>	<b>154.0</b>

## **Departmental Roles**

Finance has a budget of \$52.5 million dollars and 154 positions. The department is comprised of five branches – Directorate, Fiscal Management, Internal Audit Services, Financial Operations, Centrally Administered Funds, and also administers the Liquor Commission and Liquor Revolving Fund.

Key departmental responsibilities include coordinating the budget development process for the GN, and reporting on the revenue and expenditure positions of the government; providing financial advice to the FMB and Cabinet; managing an accounting framework for government, including the payroll and financial systems; and developing policy direction in financial administration.

### **Directorate**

The Directorate Branch is responsible for the senior management of the department and ensures that Finance fulfills its mandate according to specified goals, objectives and priorities. The Deputy Minister also serves as the Secretary of the Financial Management Board (FMB) and as the Comptroller General for the GN.

The branch also is responsible for the Financial Internship Program and the IEP initiatives of the Department of Finance.

Key functions include:

- Provide senior management capacity for the department in order to ensure Finance meets its goals, objectives and priorities.
- Manage the departmental budget and departmental administrative services.
- Act as a liaison between the Government of Nunavut and the Government of Canada's Department of Finance and Treasury Board.

### **Fiscal Management**

The Fiscal Management Branch develops the multi-year fiscal framework for the GN; manages the annual budget development process; and provides analysis and recommendations to the FMB on financial and economic conditions that affect the government's fiscal priorities and policies.

The branch coordinates the departments and the government's annual budget development process culminating in the presentation of the Main Estimates, Capital and Supplementary Estimates, and ensures that an appropriate framework exists for the public reporting of the government's fiscal year plans and financial position.

The branch provides policy direction to the GN to ensure that financial resources are managed in an effective and efficient manner, and provides independent and objective advice on the financial consequences of proposed and existing policies and initiatives.

The branch provides analysis and advice on tax policy; manages the GN's self-administered taxes; administers the Formula Financing Agreement and monitors other transfer arrangements and cost-shared funding arrangements. In addition, the branch ensures the government's banking and investment programs are in accordance with industry standards and reflect territorial needs.

The branch also provides the GN's risk management function.

Key functions include:

- Develop internal policies, procedures, and provide policy advice.
- Consolidate, review and make recommendations with respect to the approval of the Main, Capital and Supplementary Estimates, and prepare the Budget Address and other fiscal reports to support the presentation of the GN's fiscal requirements;
- Manage the GN's five year Capital Plan and refine and adjust the government's long term capital planning strategy as additional requirements are known and as fiscal resources will allow;
- Coordinate the review and delivery of the annual departmental business plans, with the Department of the Executive and Intergovernmental Affairs;
- Develop fiscal planning techniques and modeling scenarios to project the future financial position of the GN;
- Monitor and evaluate departmental expenditures in specific relation to departmental budgets and mandates;
- Coordinate the presentation of submissions to the FMB, providing recommendations, and clarifying the financial and economic implications of new initiatives;
- Provide training on developing FMB submissions, preparing budgets, producing variance reports and monitoring yearly allocations;
- Manage existing tax and revenue programs, as well as provide analysis and recommendations regarding future policy options;
- Negotiate the devolution of powers and rights with federal authorities, and provide advice on federal, provincial and territorial fiscal policy issues;
- Maintain effective working relationships with the financial services community to meet the government's banking needs;
- Manage the risk management and WCB functions for the GN;
- Prepare the department's business plan;
- Implement the communications strategy of the department;

### **Internal Audit Services**

Internal Audit Services (IAS) supports the departments and agencies of the GN by providing independent audit and consulting activities in a manner designed to add value and improve operations. IAS activity helps the GN accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of accountability, risk management, control and governance processes.

## Key functions

IAS provides both assurance, and consulting services.

- *Assurance services* consists of both financial audits, and operational audits, which in turn includes the following types of audit activity, namely: governance and accountability audits; compliance audits relating to laws, regulations, policies and procedures; efficiency (resource utilization versus output), effectiveness (goal accomplishment), and economy audits; safety and security audits; and, investigations into allegations of conflict of interest, misuse of assets, and fraudulent activities.
- *Consulting services* consists of providing advice on internal controls, risks and vulnerabilities, and effective controllership and good governance in terms of values and ethics, stewardship, performance measurement, and risk management.
- Results of IAS activities include clearer operational and administrative *accountability*, improved *governance*, a better recognition and management of operational and program *risks*, a better *optimization* of operational and program benefits, strengthened *monitoring* relating to improved internal controls, increased *integrity* of financial and operational information, *safeguarding* of assets, and an improved *ethical climate*.

## Financial Operations

The Financial Operations Branch establishes and manages the financial recording and accounting systems for the GN.

Branch operations include the provision of the systems, processes and procedures for government accounting, payroll and expenditures; maintenance of a Chart of Accounts for government operations; and the preparation of the annual public reporting of assets and liabilities through the Statement of Public Accounts. The branch provides an accounting management framework that supports government mandates and ensures that effective policies governing regulatory functions are in place.

The branch manages the finance and payroll management systems that supply all departments with the specific and government-wide information necessary for all internal management and external reporting needs. Central financial systems provide financial control and expenditure management to ensure effective monitoring, timely payment and collection of revenues, while meeting managerial needs for flexibility.

## Key functions

- Manage the Consolidated Revenue Fund;
- Prepare the Public Accounts for the Government of Nunavut;



*Department of Finance*

- Maintain a policy framework to guide the regulatory initiatives of the GN, and a policy and accountability framework for public corporations and boards;
- Manage the accounts payable and receivable systems of government;
- Conduct compensation analysis as well as participate in collective bargaining and equal pay processes;
- Conduct training on all aspects of the ADP payroll system and the FreeBalance system; and,
- Administer and up-date the FAA and the FAM to produce appropriate legislation and financial procedures to govern the financial processes of the GN.

**Financial Summary**

Branch	2003 - 2004 Main Estimates		2004 - 2005 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	2,236	23.0	2,101	22.0
Grants & Contributions	0		0	
Other O&M	798		696	
<b>Subtotal</b>	<b>3,034</b>		<b>2,797</b>	
<b>FISCAL MANAGEMENT</b>				
Salary	3,622	33.0	2,547	25.0
Grants & Contributions	0		0	
Other O&M	1,084		703	
<b>Subtotal</b>	<b>4,706</b>		<b>3,250</b>	
<b>INTERNAL AUDIT SERVICES</b>				
Salary	837	8.0	737	7.0
Grants & Contributions	0		0	
Other O&M	162		151	
<b>Subtotal</b>	<b>999</b>		<b>888</b>	
<b>FINANCIAL OPERATIONS</b>				
Salary	8,919	101.0	8,491	93.0
Grants & Contributions	0		0	
Other O&M	1,186		2,501	
<b>Subtotal</b>	<b>10,105</b>		<b>10,992</b>	
<b>CENTRALLY ADMINISTERED FUNDS</b>				
Salary	3,995		2,370	
Grants & Contributions	4,750		15,000	
Other O&M	15,799		17,216	
<b>Subtotal</b>	<b>24,544</b>		<b>34,586</b>	
<b>LIQUOR REVOLVING FUND</b>				
Salary	0	7.0	0	7.0
Grants & Contributions	0		0	
Other O&M	0		0	
<b>Subtotal</b>	<b>0</b>		<b>0</b>	
<b>TOTAL</b>	<b>43,388</b>	<b>172.0</b>	<b>52,513</b>	<b>154.0</b>

## APPENDIX II: Bathurst Mandate Status Report

Principle	Status
1.5.1 Work with communities to: create within each department of the Government of Nunavut the ability to support community capacity building;	Finance coordinates the annual and 5-year capital planning processes for the GN ensuring that infrastructure requirements are adequately funded, and that capital initiatives are approved based on need while maintaining a balance from community to community. Recognizing that Nunavut required considerable investment in infrastructure, the GN has invested heavily in capital projects in the first five years of operations. Prominent among the projects are three Health Centres that are soon to be constructed in Cambridge Bay, Rankin Inlet and Iqaluit.
1.5.6 Move to support and fund communities and programs in a manner consistent with each community Capacity Plan, Wellness Plan and Economic Strategy;	Finance and EIA have recently concluded an extensive program review exercise that was designed to identify all the services provided by the GN, and to provide a preliminary assessment on the delivery of those services. In the past fiscal year, Finance has also spear-headed an analysis of government services to identify potential savings in program delivery and to explore the benefits of alternate program delivery approaches.
2.1 Remove, consolidate or integrate un-needed government structures;	In the past fiscal year, Finance has re-structured to ensure that resources are deployed where most needed. Branches and divisions have been reorganized and the staff complement has been decreased. In addition, an increased emphasis has been placed on developing an internal audit capacity in keeping with the recommendations of the Auditor General of Canada.
2.4 Write and maintain simple and understandable policies for every government department;	Finance is responsible for drafting a number of financial management guidelines that are used throughout government to develop budgets, monitor budgetary expenditures, report revenue and manage the day-to-day financial operations of departments. Considerable effort is expended to ensure that such instructions are stated clearly and consistent. As well, the department is continuously updating the Financial Administration Manual to ensure that financial management direction to the departments is comprehensive and definitive.
3.8 Commence negotiations and work towards agreements with the Government of Canada to assure Nunavut of a fair share of the resources of its lands and waters and to govern allocations and royalty regimes;	Together with Economic Development and Transportation, EIA and other departments, Finance continues to play a role in discussing devolution issues with federal counterparts. As well, the department maintains an on-going liaison with the federal officials with regard to the funding levels of the Formula Financing Agreement, and other agreements and programs through which the government of Nunavut may access funds.
4.14 Put into place strategies to develop Nunavummiut in every profession as part of a resident work force;	The department has developed a financial management Intern program that at full capacity will have 12 individuals training to assume financial positions in the GN. Finance also has provided additional training to the new employees who have staffed the decentralized regional office in Igloolik, and finance employees in other departments.

<p>4.8 View every element of the government budget as a potential training budget;</p>	<p>Over the initial five years of operation, the department has launched a number of training initiatives, not only for the staff of Finance, but also for staff of other departments. In earlier reports, the office of the Auditor General for Canada (OAG) has stressed that financial training is essential to successful financial management in the GN and Finance continues to emphasize its importance.</p> <p>In December 2003, Finance hosted an all day session on financial capacity development. Senior personnel from the GN and several officials from the OAG delivered presentations on a variety of financial issues related to issue of strengthening financial management practices in the GN. More than 100 staff from the GN participated in the session.</p>
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## INTRODUCTION

The Department of Human Resources plays a key role in helping to achieve the goals of the Government of Nunavut (GN) and is committed to ensuring efficient and effective human resources programs and services to all departments and agencies. The department also plays a significant leadership role in developing a public service that is representative of the population of Nunavut through the implementation of human resource related Inuit Employment Plan initiatives.

The 2004-2005 Business Plan builds on the department's many accomplishments over the past years, enhancing and improving existing programs and services while implementing new initiatives.

### Our Mission

*To provide leadership, programs and services in recruitment, job evaluation, training and development, employee relations and human resources management to all government departments and agencies.*

In carrying out its mission, the Department of Human Resources is guided by *Pinasuaqtavut – The Bathurst Mandate* – and Article 23 of the *Nunavut Land Claims Agreement* (NLCA), as well as the legislative authority of the *Nunavut Public Service Act*.

### Our Vision

*A responsive and representative public service committed to providing Nunavummiut with the highest quality programs and services.*

### Our Principles and Values

- Commitment to a public service representative of Nunavummiut.
- Client service that is effective, responsive and accessible.
- Learning opportunities that focus on developing employee knowledge, skills and abilities.
- Incorporating Inuit Qaujimajatuqangit as a guiding principle for our operations.
- Respect for each other in the workplace.
- Leadership in human resource management that is demonstrated through innovation in program and service delivery.
- Partnership and cooperation that contribute to the enhancement of human resource initiatives.

## **Inuit Qaujimajatuqangit**

The Department of Human Resources is one of the lead departments in implementing the Inuit Employment Plan – “Seeking Balance.” The Plan is to incorporate Inuit values and beliefs into the operational environment of government departments. To begin this work, the department will, in partnership with Departments of Culture, Language, Elders and Youth (CLEY), Education and Inuit organizations, provide training for managers and policy staff. The focus of the training will be to develop leadership, management practices and policies that balance bureaucratic structure and practices with the implementation of Inuit Qaujimajatuqangit (IQ).

To ensure effective government wide coordination and management of the recommendations outlined in “Seeking Balance”, an Interdepartmental Implementation Advisory Committee will be established. The Terms of Reference for the Committee have been presented to the Deputy Minister’s Committee and are now in the final stages of development.

The Department of Human Resources has initiated its own IQ related activities through its departmental IQ committee. The committee is developing Terms of Reference that will include providing advice, direction and assistance to the department on all matters involving the use of Inuktitut in the workplace, and the incorporation of IQ into programs and services – especially programs related to Inuit employment, recruitment, and retention. The department has been working on improving interviewing techniques and incorporating Inuit practices and communications styles to attract beneficiaries to jobs within the government. The aim is to create a work environment that incorporates core Inuit values and principles, and achieves balance and diversity.

### **Inuit Qaujimajatuqangit Priorities (2004-05)**

IQ priorities for 2004-05 that relate directly to implementation of “Seeking Balance” are as follows:

- Coordinate a program to ensure that all departments conduct exit interviews with all employees leaving the GN. The objective is to determine reasons for employees’ departure and to develop remedial policies and practices. As well, the program will consult with current Inuit employees with the approach of *Qanuqtuurniq* to get feedback and success stories that suggest how to improve the work environment to attract beneficiaries, and motivate and retain Inuit employees through application of Inuit values.
- Chair an *Inuit Katimaqatiriniq* Group comprised of representatives from a cross section of the Government and private sector employers. The Group will exchange views about how to incorporate IQ into operations and to seek innovative ways to balance IQ with the GN bureaucratic culture. This is in direct response to Employment Systems Review recommendation to support a peer group environment.



- Develop and deliver Phase 2 of the Inuit Qaujimajatuqangit (IQ) Seminar – to include application of Inuit IQ principles of leadership and cross-cultural management.
- Implement a communications strategy to promote the goals, outcomes and benefits of the Inuit Employment Plan and to ensure that core Inuit principles guide the development and implementation of all strategies, programs, and services.

## ENVIRONMENTAL SCAN

A diverse and unique array of demographic, social, economic and technological conditions and challenges influence the department's priorities and its ability to achieve its mission. These are discussed within six themes:

- Population
- Socio-Economic Factors
- Inuit Representation in the Public Service
- Staffing Capacity
- Recruitment
- Retention

### Population

Nunavut population count in October 2003 was 29,357, which represents an increase of approximately 10% over a five-year period, and the population continues to grow quickly<sup>1</sup>. Nunavut has the youngest population in Canada with a median age of 22.1 years. 54.5% percent of Nunavummiut are under 25 years of age, compared to 32.4% for the rest of Canada<sup>2</sup>.

### Socio-Economic Factors

Although the labour force participation rate and employment rate have increased over the last decade, Inuit are less likely to be in the labour force in Nunavut with a participation rate of 70.6% versus 94.2% for non-Inuit<sup>3</sup>.

Nunavummiut have lower levels of formal education than residents of other jurisdictions. 34.5% percent of residents possess some form of post secondary education, with almost 8% percent possessing university degrees<sup>4</sup>.

### Inuit Representation in the Public Service

The Government of Nunavut is obligated under Article 23 of the *Nunavut Land Claims Agreement* to achieve a workforce that is representative of the population across all occupational categories. During 2003-04, overall beneficiary representation in the public service increased from 40% in December 2002 to 44% in December 2003<sup>5</sup>.

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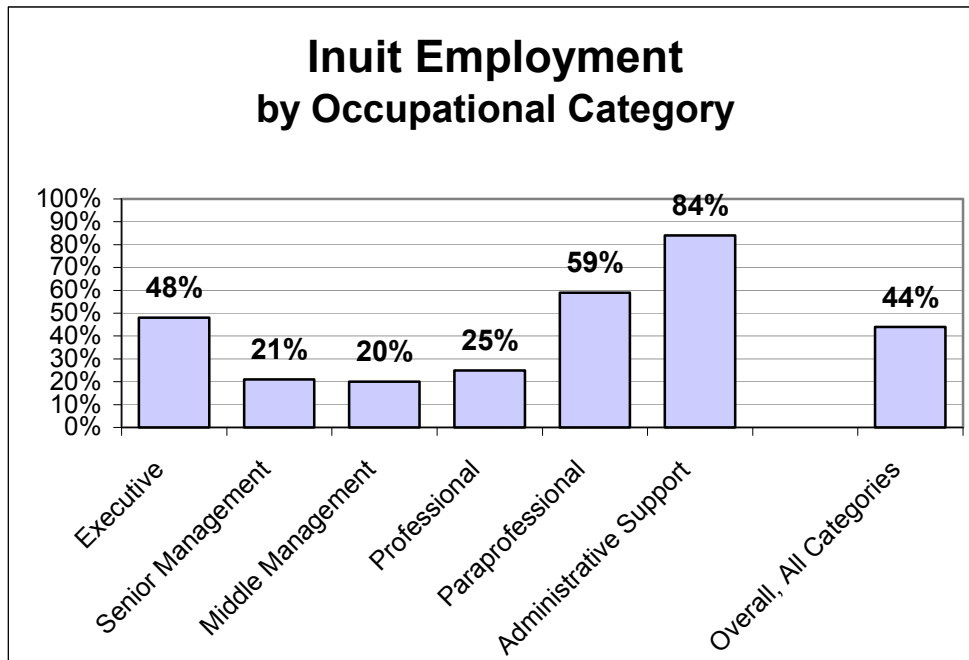
<sup>1</sup> Statistics Canada, CANSIM II table 51-0005

<sup>2</sup> Statistics Canada, 2001 Census

<sup>3</sup> Labour Force Survey." Nunavut Bureau of Statistics, 2001.

<sup>4</sup> Statistics Canada, 2001 Census

<sup>5</sup> Towards a Representative Public Service; GN Department of Human Resources, December 31, 2003.



### Staffing Capacity

The total number of positions in the GN workforce has increased from 2927 in March 2002 to 2978 in December 2003<sup>6</sup>. The total number of employees has increased from 2253 in March 2002 to 2387 in March 2003<sup>7</sup>. Staffing capacity increased from 77% in March 2002 to 82% in December 2003<sup>8</sup>. This is still relatively low compared to other public sector jurisdictions.

In March 2003, the Paraprofessional category had the lowest staffing capacity, at 79%, among all employee groups, followed by Administrative Support at 81%.

### Recruitment and Staffing<sup>9</sup>

During the 2002-2003 fiscal year, the Department of Human Resources received more than 9,105 applications for nearly 708 job competitions advertised. This reflects an approximately 14% increase in applications compared with a 40% increase in jobs advertised. This number does not include teaching and health care positions, nor does it include direct appointments or transfer assignments. Of the positions advertised, 63% were filled compared with 70% in 2001-02. Almost 10% of the competitions were cancelled in 2003 compared with 5% the previous year. During 2002-03, nearly 49% of successful candidates in job competitions were GN employees.

<sup>6</sup> Towards a Representative Public Service; GN Department of Human Resources, December 31, 2003.

<sup>7</sup> Government of Nunavut, 2002-03 Public Service Annual Report.

<sup>8</sup> Towards a Representative Public Service; GN Department of Human Resources, December 31, 2003.

<sup>9</sup> GN Job Competition Database. GN Department of Human Resources.

There are a number of considerations and factors influencing the recruitment of new GN employees:

- Lack of staff housing creates a barrier for northern applicants; feedback is provided to the Nunavut Housing Authority where the jurisdiction for housing rests.
- Competition among other government agencies and Inuit organizations.
- Shortage of available, qualified Inuit beneficiary applicants.

### **Retention<sup>10</sup>**

Retention of existing GN employees improved over previous years. The turnover rate (full time employees leaving GN) has decreased from 28% in 2001, and remained stable at 19% in 2002 and 2003. In 2003, 15% of employees had less than one year of service with GN, compared with 20% in 2002. In 2003, 43% of employees have less than two years of service, compared with 53% in the previous year. Possible reasons for this high level of turnover may include:

- Competition from other employers
- Capacity related issues e.g. burnout, stress
- Use of casual and term employment
- Return to home communities
- Issues surrounding cross-cultural working environment
- Limited opportunities for training and development
- Employee absenteeism
- Lack of effective performance management

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<sup>10</sup> Payroll Information at December 31, 2002 and December 31, 2003. GN Department of Finance.

## **Critical Issues**

The following critical human resource management issues were identified through the environmental scan and represent a broad overview of the challenges and pressures facing the Department of Human Resources during the 2004-2005 fiscal year.

- Staff housing continues to be a major challenge in staffing, especially in dealing with “hard to fill” positions.
- Increasing availability of qualified Inuit beneficiary applicants to increase beneficiary representation in the GN workforce.
- Implementation of Inuit Employment Plan initiatives requires substantive resources to support increased learning and development opportunities and other supportive programs.
- Availability and reliability of labour market and workforce statistics.
- Innovative approaches and commitment are needed to apply Inuit Qaujimagatuqangit into work practices.
- High absenteeism and turnover requires development of retention strategies.
- Need to develop effective communications with public, departments and employees in all four languages with available resources.
- Recommendations of the Program Review conducted in 2003 need to be implemented.
- Alignment of the Public Service Act, policies, procedures, handbooks, and collective agreements must be given priority.
- Need to support high performance among GN employees through application of a performance management system for all of GN.

## **STRATEGIC LINK TO THE BATHURST MANDATE**

### **Healthy Communities**

To support community capacity building, the department provides services to both Iqaluit and regional offices through decentralized operations that provide proactive outreach recruitment, staffing, and training and development programs and services. As well, the Workplace Wellness program, developed in consultation with community representatives, is designed to support unique local needs. While this program is focused on employees of the government of Nunavut, its successful implementation will impact positively on a broader population including family members and dependents. The department structure and operations reflects a strong community focus – an Assistant Deputy Minister is responsible for community operations led by regional directors, and the central staffing, training and development, and job evaluation functions are aligned with this role.

### **Simplicity and Unity**

The department is responsible for administration of all legislation and policies that relate to human resources management in the Nunavut government. Many policies were ‘inherited’ from the GNWT and the department works to align them with the Bathurst Mandate and Article 23 NLCA. Principles for policy development include broad consultation and accessibility in all official languages. The Public Service Act, in particular, provides the framework and authority for human resources administration. Work continues to revise the Act and its Regulations to comply with NLCA Article 23. As well, the updating of the Human Resources Policies Manual, the Code of Conduct and the Excluded and Management Handbook will reflect broad consultation. When completed, they will assist with broader understanding and support the consistent application of key human resources principles and policies.

From the standpoint of government structures, the department plans to implement the recommendations of the Employment Systems Review and Client Satisfaction Survey to support and increase Inuit employment and to enhance its services and support to client departments to develop greater community capacity.

### **Self-Reliance**

The department’s core business is to provide leadership to build a strong, representative public service. It is the lead department responsible for implementing the Inuit Employment Plan. The Plan provides a framework for human resources policies, collective bargaining, recruitment, job evaluation and training programs. The department monitors progress and provides regular reports. A full Employment Systems Review has been conducted and its recommendations provide the framework for progress. An IEP Division has been established to lead the implementation and to support client departments in developing and implementing their specific plans.

## **Continuing Learning**

The department works closely with strategic partners, including the Department of Culture, Language, Elders, and Youth (CLEY) and Nunavut Arctic College (NAC), To implement a comprehensive training and development strategy to support the Inuit Employment Plan, on-the-job training and mentoring and a Nunavut orientation and language skills program. Programs in all of these areas have been implemented, and incremental funds have been made available to support these and future initiatives. A comprehensive needs analysis is planned for 2004-05 to clarify priorities and allocate funds accordingly.

## CORE BUSINESS

The programs of the Department of Human Resources are described, below, within six lines of business:

	<b>Budget (\$000)</b>	
	<b>2003-04</b>	<b>2004-05</b>
Advisory and Administrative Services	4,881	4,475
Inuit Employment Plan	4,748	4,205
Community Operations and Recruitment	5,993	5,898
Job Evaluation	733	678
Training and Development	1,250	1,129
Employee Relations	1,753	1,640
<b>TOTAL</b>	<b>19,358</b>	<b>18,025</b>

### Advisory and Administrative Services

Provides overall management and leadership of the department in core areas including policy research and development, communications, financial management and IQ, ensuring that priorities and objectives are achieved.

#### Objectives

- To provide overall management and leadership of department.
- To direct operations of three regional Human Resources offices.
- To provide quality and timely policy review, development and advice to department.
- To provide sound and effective financial, systems and administrative services to department.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Management of Departmental Operations</b>		343	369

Management of Departmental Operations is responsible for the effective overall direction of the department's human and financial resources and directing the development and consistent application of departmental policies, priorities, standards and procedures for the delivery of human resource programs and services.



The program is also responsible for the monitoring and reporting on the government's initiatives related to Article 23 of the NLCA as well as providing support to the Minister's Office.

**Community Operations** 2,921 2,504

The Community Operations Branch is responsible for the delivery of the departmental programs and services in Qikiqtaaluk, Kivalliq and Kitikmeot regions. It provides staffing services, training and development programs, employee relations and job evaluation referrals. It also supports the development and implementation of human resources policies and conducts training to upgrade the skill levels of employees working in regional and decentralized communities.

**Policy & Planning** 326 452

The Policy and Planning Division is responsible for developing and reviewing Human Resources related policies and procedures, developing legislative proposals, coordinating the department's business planning process, responding to Access to Information and Protection of Privacy requests and supporting the Deputy Minister's office.

**Corporate Services** 1,241 1,120

The Corporate Services Division provides financial, systems and administrative services to the Department of Human Resources. Specifically the program provides: financial planning, budgetary analysis and control, accounting and payment services, human resource planning and career development for departmental staff; leadership and planning, developing, installing and maintaining the human resources information system; administering the relocation of GN employees in support of the recruitment program.

**Inuit Qaujimagatuqangit** 50 30

The IQ program promotes cultural enrichment for employees of the Department of Human Resources. It seeks to incorporate IQ into day-to-day operations in the work environment, arranges activities and makes decisions.

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**Total, Advisory and Administrative Services** 4,881 4,475

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**Priorities (2003-04)**

- Review and develop amendments to Human Resources Manual, Public Service Act and Regulations;

**Status:** *Request for proposals completed for Review and Revision of Human Resource Manual and Review of Public Service Act and Regulations. Contract completion expected in 04-05.*

- Launch consolidated Human Resource Information and Payroll System known as Personality;  
**Status:** *Phase I of the consolidated Human Resource Information and Payroll System nearing completion. Final implementation expected in early 2004-5.*
- Develop a communications strategy to promote services and programs;  
**Status:** *Participated in Program Review and Client Services Survey. Communication materials relating to hiring policies and processes developed and distributed in regions.*
- Develop promotional materials for programs and services provided by department;  
**Status:** *Developed and distributed orientation and mentoring CDs. Comprehensive training programs offered for Human Resources practitioners related to policies and program and practitioners. Continued with development of HR component of Government website promoting services provided by HR. Implemented monthly electronic Employee Relations Newsletter.*
- Develop culturally appropriate human resources practices and procedures such as conflict resolution and interviewing;  
**Status:** *Language preference now offered in interviews for candidates. Initiated competency based interview techniques.*
- Develop human resources-specific Inuktitut terminology;  
**Status:** *Project commencing March 2004 partnership with E.I.A.*
- Ensure key departmental documents are translated into all official languages.  
**Status:** *Work done to develop translation of HR component of Government of Nunavut website.*

#### **Priorities (2004-05)**

- Complete Phase I Review of Human Resources Manual and initiate review of Public Service Act;
- Complete implementation of Phase I of the Human Resources Information and Payroll System known as Personality 2000 and provide further training and orientation of departmental staff in its use;
- Complete implementation of official language translations for the Human Resources component of Government of Nunavut Website;
- Respond to Program Review, Employment Systems Review and Client Services Survey by developing comprehensive plan and deliverables, recognizing unique challenges in head office and individual regions;

- Assist departments in regions to develop employee training plans;
- Explore alternatives to traditional learning venues, to facilitate continuous learning; partner with Nunavut Arctic College to assess learning needs and develop plans for high potential employees;
- Combine Excluded and Management Handbook in one comprehensive Handbook;
- Sign a new collective agreement with NEU;
- Complete first phase of Inuit Employment Program;
- Formalize the Casual Staffing Action process; and
- Begin process to plan & develop a Performance Management Program for the Government of Nunavut.

## **Inuit Employment Plan**

The Department of Human Resources is the lead department for the implementation of the Inuit Employment Plan (IEP). The IEP outlines initiatives that are to be undertaken to bring beneficiary employment in the GN up to a representative level.

### **Objectives**

- To increase beneficiary representation in the GN Public Service.
- To support the GN in fulfilling its legal obligation under Article 23 of NLCA.
- To be accountable in the implementation of the Inuit Employment Plan.
- To ensure that training and promotional opportunities are provided to GN beneficiary employees.
- To promote the GN as an employer of choice.
- To promote cultural knowledge and to make the workplace more comfortable and welcoming for Inuit.

<b>Program</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Inuit Employment Plan</b>		4,748	4,205
The Inuit Employment Division assists departments to implement their Inuit Employment Plans, provides support in identifying training needs and helps with succession planning. The division communicates progress of Inuit representation to Deputy Ministers, departments, organizations, boards and agencies and monitors departmental compliance with Article 23 obligations.			
<b>Total, Inuit Employment Plan</b>		<b>4,748</b>	<b>4,205</b>

### **Priorities (2003-04)**

- Establish the IEP Division within the Department of Human Resources, headed by an Assistant Deputy Minister that will be responsible for the management and monitoring of Article 23 across the GN;  
**Status:** *The Inuit Employment Division has been created and is led by a Director.*
- Develop internship opportunities for all departments;  
**Status:** *The Sivuliqtiksat Interns program continued with 8 interns, with 6 additional positions approved for 2004-05.*
- In partnership with Nunavut Arctic College and Department of Education, provide pre-employment programming;  
**Status:** *The Department of Education and Nunavut Arctic College are in the process of developing pre-employment programming. Feedback from regional visits and consultation from the communities will be shared by the Inuit Employment Division.*
- Increase GN-wide beneficiary representation across all occupational categories;  
**Status:** *Beneficiary representation has increased from 43% to 44.5%. Communication strategy as outlined in "Seeking Balance" will be submitted to Cabinet for approval. This will increase awareness and promote GN as an employer of choice.*
- Undertake a critical review of the education and experience qualifications of job descriptions to ensure they do not represent a systemic barrier to the employment of beneficiaries within the Government of Nunavut;  
**Status:** *To date, 20% positions have been documented for review. This is 3-year project.*
- Implement recommendations of the Employment Systems Review;  
**Status:** *Developed outreach initiatives, including a weekly radio programming about recruitment.*
- Continue to implement and support the Management Development Program.  
**Status:** *Phase 1 of Leadership and Cross-Cultural Management Program completed.*

### **Priorities (2004-05)**

- Update departmental Inuit Employment Plans and obtain senior level signoffs;
- Assist departments in defining their overall HR Strategy to include recruitment, retention and succession planning;

- Implement Phase 1 of “Seeking Balance” - the GN *Inuit Employment Plan*; and
- Implement exit interviews and share findings with departments.

## Recruitment and Staffing

The department develops recruitment policies, staffing procedures and guidelines and manages centralized recruitment services for all departments of government. This involves promoting the achievement of the GN’s Inuit Employment Plan objectives and managing the staffing appeals process.

### Objectives

- To provide quality and timely advice and service to government departments on all recruitment matters.
- To manage a transparent recruitment and staffing process.
- To ensure compliance with and to promote the Priority Hiring Policy.
- Periodic evaluation of staffing authority to the Department of Health and Social Services for nurses, to the Department of Education for teachers, and to Nunavut Arctic College for all of their staff.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Recruitment and Staffing</b>		1,592	1,347
<p>The department manages centralized recruitment and staffing services for client GN departments with the exception of teachers, specialized health care employees, and staff of Nunavut Arctic College. This includes job advertisement, screening of applications, interview, selection of successful candidates, reference checks, job offers, direct appointments and casual staffing actions.</p>			
<b>Summer Student Employment</b>		700	700
<p>This program provides an opportunity to introduce youth to employment in the public sector. The Summer Student Employment Program was modified in 2002 with the intended purpose of including more students and departments in the sharing of skills, knowledge and abilities. The Priority Hiring Policy applies.</p>			
<b>Relocation</b>		3,701	3,851
<p>The purpose of the program is to administer the relocation of GN employees, excluding teachers. The relocation program directly supports the department’s recruitment program.</p>			
<b>Total, Recruitment and Staffing</b>		<b>5,993</b>	<b>5,898</b>

### **Priorities (2003-04)**

- Revise Staffing Manual to incorporate recommendations of Employment Systems Review;  
**Status:** *Staffing Manual rewritten to include recommendations made by the Employment Systems Review and to reflect updated processes and procedures.*
- Continue to work with Department of Education and other departments to increase awareness of GN employment opportunities and recruitment process;  
**Status:** *Partnership with Department of Education to refer candidates for resume writing, and preparation for job interviews in regions. Advertising vacancies commenced on CBC Radio. Plan in place for staffing to do community outreach in Iqaluit to promote employment with the GN.*
- Formalize a clear and consistent process for staffing all casual positions;  
**Status:** *The process for the staffing of casual positions for two largest users, Baffin Correctional and the Young Offenders Centers has been finalized and implemented.*
- Provide comprehensive training for departmental human resource officers in such areas as the staffing process, interview techniques and other human resources practices;  
**Status:** *Comprehensive training plan being developed for implementation 2004-05.*
- Utilize Human Resource Information and Payroll System to consistently track recruitment-related statistics including competition information and turnover rates.  
**Status:** *Initiative awaiting implementation of new HRIS system in 2004-05.*

### **Priorities (2004-05)**

- Distribute updated Staffing Manual and train human resources practitioners;
- Provide policy advice in development of staffing sections of the Human Resources Manual;
- Complete the development of a process for staffing all casual positions and train human resources practitioners;
- Provide training on the staffing process to human resources practitioners;
- Develop mechanisms to ensure that staffing process is more transparent to client departments; and
- Review Priority Hiring Policy per Cabinet Directive.

## Job Evaluation

The Job Evaluation Division provides advice and assistance to departments and agencies on organizational design and job evaluation for all (non-teaching) positions in the public service using the Hay Job Evaluation System to promote consistent, affordable and fair rates of pay for public servants.

### Objectives

- To provide timely and accurate job evaluation services to all departments.
- To ensure accurate position and organization information is maintained in the Human Resources Information System.
- To ensure that the academic and experience qualifications in GN job descriptions do not represent a systemic barrier to beneficiary employment.
- Maintain established organization charts.
- Train senior management of GN on Hay Job Evaluation System

Program	Budget (\$000)	2003-04	2004-05
<b>Job Evaluation</b>		733	678
<p>The program assists departments through job description writing training, bilingual bonus administration, and exclusions from the bargaining unit. In addition to providing advice to departments organization design, it provides advice to Cabinet on major reorganizations through the Deputy Minister.</p>			
<b>Total, Job Evaluation</b>		<b>733</b>	<b>678</b>

### Priorities (2003-04)

- Complete review of Bilingual Bonus Program;  
**Status:** *Language Incentive Policy drafted and circulated for critique.*
- Complete the selection and use of key positions;  
**Status:** *First round of key positions documented evaluated and are being tested.*
- Continue with the selection and development of an integrated Human Resource Information and Payroll System;  
**Status:** *HRIPS was selected. Implementation and detailed parallel testing underway. Planned implementation of Phase 1 set for May 2004.*
- Complete the development of, and initiate the Management Dispute Process for, Job Evaluation;

**Status:** *Completed and implemented.*

- Re-organize the division to facilitate and support the attraction and retention of beneficiaries.

**Status:** *Completed and implemented.*

### **Priorities (2004-05)**

- Complete review with CLEY of the Language Bonus/Incentive Program;
- Continue development and implementation of expanded key positions;
- Build division to capacity to support the attraction and retention of beneficiaries;
- Increase level of training for client managers in job description writing and job evaluation;
- Complete job audits in compliance with Article 23 of the NLCA;
- Initiate response to Job Evaluation Appeals; and
- Implement results of the nursing evaluation project.

## **Training and Development**

The Training and Development Branch provides advice, assistance and support to departments and agencies in training and developing their staff. This program develops policies and procedures that constitute the framework for training and development across the public service.

### **Objectives**

- To provide learning opportunities that will enhance the skills, knowledge and abilities of the public service.
- To promote a continuous learning environment throughout the public service.
- To ensure that learning opportunities are equitably distributed throughout the public service.
- To assist individuals, managers and teams in developing learning environment and customizing learning activities to address their training and development needs.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Training and Development</b>		900	779

Specific training and development initiatives include specialized training, learning and development, the Inuktitut program, management development programs, Nunavut



Public Service Studies Certificate, as well as the Employee Awards & Recognition and the GN orientation programs.

**Nunavut Law Program** 350 350

The program sponsors five law school students and provides some administrative support to the Law School.

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**Total, Training and Development** 1,250 1,129

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**Priorities (2003-04)**

- Ensure new employees receive GN-wide orientation;  
**Status:** *New hires will receive the GN-EOP CD Orientation package with job offer. Orientation sessions will continue to be delivered. IQ orientation sessions will be provided for new hires in Iqaluit.*
  
- Work with GN departments to develop department-specific orientation activities;  
**Status:** *In collaboration with departmental human resources representatives, a unified and consistent department-specific orientation program will be established/refined.*
  
- Partner with stakeholders, learning and development institutions, such as Nunavut Arctic College and the Canadian Centre for Management Development, to design and deliver training;  
**Status:** *Development of a Nunavut Human Resources Certificate program will be developed and piloted. Customized learning and development activities will be identified for the Assistant Deputy Ministers.*
  
- Continue to develop and enhance short-term learning and development programs;  
**Status:** *Upon completion of a comprehensive training needs assessment and submission of department prioritized learning needs, short-term learning programs will be identified to meet prioritized needs. The Curriculum will be reviewed and revisions made where necessary.*
  
- Implement approved continuous learning policy options;  
**Status:** *GN Learning Policy will be implemented pending Cabinet approval.*
  
- Develop an Employee Recognition Program;  
**Status:** *Policy and guidelines will be submitted to Cabinet for approval.*

- In partnership with Department of Education and other stakeholders develop a GN-wide learning strategy;  
**Status:** *The Department of Education is in the process of developing a Nunavut Learning Strategy. Work on the GN Learning Strategy will resume and complement the Nunavut Learning Strategy, integrating the principles of “Seeking Balance” and outcomes of NLCA Negotiations on Article 23 funding support.*
- Analyze exit interview results and share findings with departments;  
**Status:** *This activity has been transferred to the Inuit Employment Division.*
- Partner with the Department of Culture, Language, Elders and Youth (CLEY) and NAC to enhance Inuktitut language training programs;  
**Status:** *Continue partnership activities with CLEY. Provide developmental opportunities to increase the capacity of Inuktitut first and second language instruction.*
- Develop a mechanism to monitor and report to departments on employee participation in Inuktitut language training.  
**Status:** *Participation is being tracked.*

#### **Priorities (2004-05)**

- Work with GN departments to develop department-specific orientation activities;
- Work with CLEY to strengthen Inuktitut first language programming;
- Collaborate with Nunavut Arctic College to provide first language Inuktitut instructor training and develop a cadre of instructors;
- Develop Management Development Program targeted for middle and senior management;
- Develop a learning strategy that supports the principles of “Seeking Balance” and the Nunavut Adult Learning Strategy;
- Deliver Year 3 of Nunavut Public Service Certificate Program;
- Disseminate guidelines for the Mentoring Program to departments for application;
- Implement a corporate training needs strategy that includes a Needs Analysis and establishment of an interdepartmental training committee to coordinate and prioritize learning needs across the Government of Nunavut;
- Complete an audit of training expenditures by department;

- Continue partnerships with NAC to develop training programs including a Human Resources Certification Program;
- Finalize development of an Employee Recognition Program; and
- Monitor and evaluate the Mentoring program.

## Employee Relations

The Employee Relations Branch provides professional employee relations advice and services to departments and agencies. The department contributes to the Government's overall ability to attract, retain and fairly compensate employees through the collective bargaining process. The department administers and interprets collective agreements, manages a dispute resolution process and a workplace health, safety and wellness program for the benefit of all employees.

### Objectives

- Provide quality and timely advice and training to GN management on all employee/employer relations matters.
- Lead the GN in collective bargaining/negotiations internally and represent the GN in external negotiations as mandated.
- Ensure compliance with legislation that impact on employee/employer relations.
- Promote a respectful workplace through a Workplace Health, Safety and Wellness Programs.
- Deliver a consistent Performance Management Program through ongoing consultation and formal training.
- Provide staff relations expertise in the interpretation of human resource policies, collective agreements, alternative dispute resolution, arbitration and mediation.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Employee Relations</b> Provides professional employee relations advice and services to departments and leads collective bargaining for the Government of Nunavut as mandated.		1,155	1,042
<b>Workplace Wellness</b> The Workplace Wellness Program is designed to assist GN employees and their families in maintaining and or improving their overall wellbeing.		598	598
<b>Total, Employee Relations</b>		<b>1,753</b>	<b>1,640</b>

### Priorities (2003-04)

- Implement Workplace Wellness Program;

**Status:** *Program has been developed and is continuing to be implemented.*

- Develop and implement a Workplace Health and Safety Program;

**Status:** *Completed the development and implementation of this program and continue with training.*

- Undertake process of collective bargaining with Nunavut Employees Union;

**Status:** *Planned, organized and directed pre-negotiation preparation. Prepared and finalized mandate approved by FMB. Successfully negotiated a new 3 yr agreement with FNT teachers with a 91% acceptance by the members.*

- Develop options for a GN-wide policy for “Prevention of Violence in the Workplace;”

**Status:** *Met with the respective Unions and conducted research. Discussions on-going.*

- Develop, print and distribute posters on prevention of sexual harassment in the workplace.

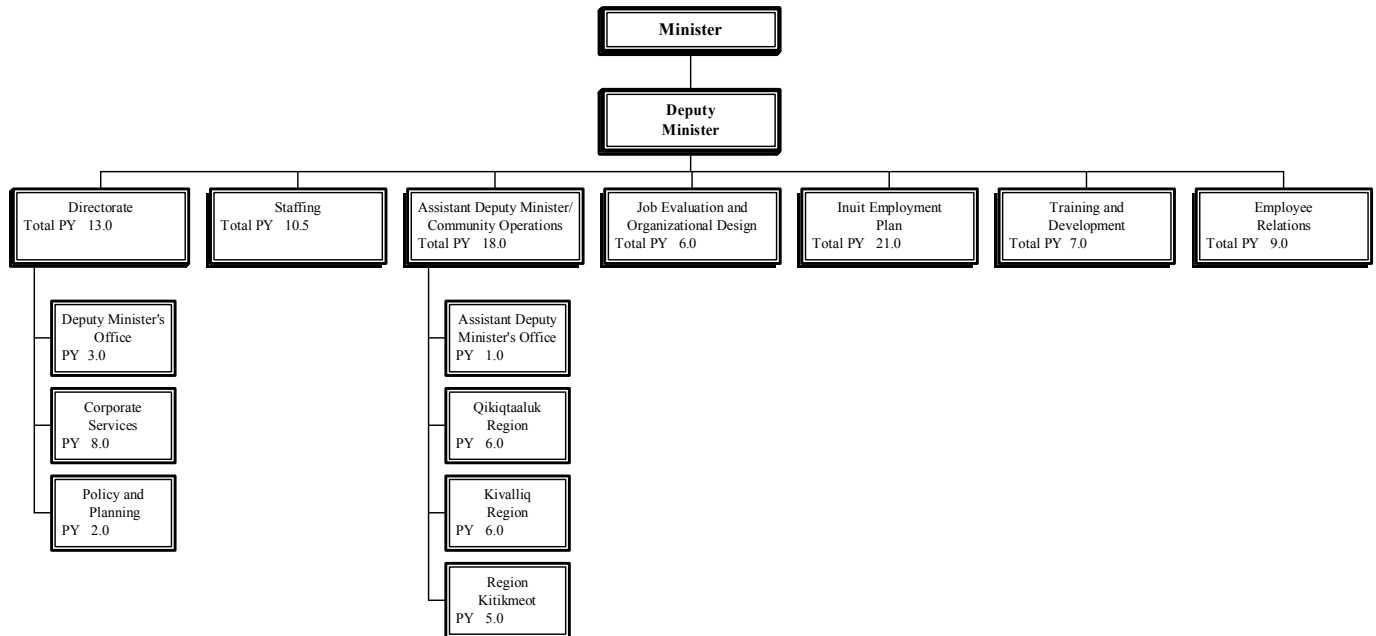
**Status:** *Completed March 2003.*

#### **Priorities (2004-05)**

- Complete negotiations and sign NEU collective agreement;
- Deliver training in Workplace Health, Safety and Wellness;
- Complete the development and implementation of a Workplace Health and Safety Program;
- Develop options for a GN-wide policy for “Prevention of Violence in the Workplace;”
- Develop, print and distribute posters on prevention of sexual harassment in the workplace;
- Continue to deliver training programs related to employee-relations issues;
- Begin the planning process to develop and implement a Performance Management Program for the Government of Nunavut; and
- Develop and deliver a quarterly Employee Relations Division Newsletter.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	83.5
Vote 4/5 PYs	1.0
Revolving Fund PYs	0.0
<b>TOTAL PYs</b>	<b>84.5</b>

## **Departmental Roles**

### **Directorate**

#### Deputy Minister's Office

The Deputy Minister's Office is responsible for the overall direction and leadership of the department and ensures that the department fulfills its mandate and implementation of its Inuit Employment Plan.

#### Policy and Planning

The Policy and Planning Division is responsible for human resource policy review and development. The division coordinates the business planning process, and provides professional support to the Minister and Deputy Minister office. The division is also responsible for processing all ATIPP (Access to Information and Protection of Privacy Act) requests and provides advice to the department on ATIPP.

#### Corporate Services

The Corporate Services Division provides financial, systems and administrative services to the department. Specifically, it provides financial planning, budgetary analysis and control, accounting and payment services to the department. It provides coordination and career development for departmental staff. It also provides planning, developing, installing and maintaining the human resources information system and services.

### **Assistant Deputy Minister / Community Operations**

The Community Operations Branch is responsible for the delivery of the departmental programs and services in the communities from three regional offices. These offices provide staffing services, training programs, employee relations and job evaluation referrals to Human Resources headquarters. They also help to develop and implement human resources policies and conduct training to upgrade the skill levels of employees working in the decentralized communities. The Assistant Deputy Minister (ADM) directs the community operations located in Qikiqtaaluk, Kivalliq and Kitikmeot regions.

### **Recruitment and Staffing**

The Staffing Division manages centralized recruitment services for Government of Nunavut departments in Iqaluit. The division is responsible for the development of procedures and guidelines concerning the recruitment, staffing, and selection process and is also responsible for managing the staffing appeal process and ensuring compliance with the Priority Hiring Policy.

### **Employee Relations**

The Employee Relations Branch is responsible for providing professional staff relations advice and service to the Government of Nunavut, departments and agencies. The division contributes to Government's overall human resources strategy through: negotiating terms and conditions of employment that help attract and retain competent

employees; representing the government before arbitration boards and other tribunals, advising and recommending changes in legislation and human resources policy. The branch is responsible for developing and administering a Performance Management Program in accordance with Article 23 of the NCLA and Guiding Principles of IEP. The branch is also responsible for the planning, organizing, and implementation of Workplace Health, Safety & Wellness Program that complies with legislation and the Bathurst Mandate.

### **Job Evaluation and Organizational Design**

The Job Evaluation and Organizational Design Branch has the responsibility to rate or evaluate all non-teaching position descriptions against the Hay Guide Chart job evaluation method. This process determines a pay range for purposes of salary administration. The division maintains this and other critical position information in a position database. Additionally, the division assists departments through job description writing training, bilingual bonus administration and organization design advice to departments.

### **Training and Development**

The Training and Development Branch provides advice, assistance and support to departments and agencies in training and developing their staff. This program develops policies and procedures, which constitute the framework for training and development across the public service. It also supports the Akitsiraq Law School program in collaboration with the Dept. of Justice and Nunavut Arctic College.

### **Inuit Employment Plan**

This Inuit Employment Division is responsible for providing human resource leadership and initiatives to increase and maintain Inuit beneficiary employment in the Government of Nunavut to a representative level. The IEP Division manages, monitors and evaluates the Inuit Employment Plan Implementation Strategy over its five-year term. Its functions include collecting information and analysis related to beneficiary employment representation; monitoring departmental compliance to Article 23 obligations and reporting on gaps, variances and barriers. The division also assists Staffing with recruitment and retention.

## Financial Summary

Branch	2003 - 2004		2004 - 2005	
	Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	1,087	11.0	1,218	13.0
Grants & Contributions	0		0	
Other O&M	873		753	
<b>Subtotal</b>	<b>1,960</b>		<b>1,971</b>	
<b>STAFFING</b>				
Salary	1,614	10.0	1,657	10.5
Grants & Contributions	0		0	
Other O&M	4,379		4,241	
<b>Subtotal</b>	<b>5,993</b>		<b>5,898</b>	
<b>ADM/COMMUNITY OPERATIONS</b>				
Salary	1,803	18.0	1,770	18.0
Grants & Contributions	0		0	
Other O&M	1,118		734	
<b>Subtotal</b>	<b>2,921</b>		<b>2,504</b>	
<b>JOB EVALUATION AND ORGANIZATIONAL DESIGN</b>				
Salary	578	6.0	578	6.0
Grants & Contributions	0		0	
Other O&M	155		100	
<b>Subtotal</b>	<b>733</b>		<b>678</b>	
<b>INUIT EMPLOYMENT PLAN</b>				
Salary	2,024	22.0	1,956	21.0
Grants & Contributions	0		0	
Other O&M	2,724		2,249	
<b>Subtotal</b>	<b>4,748</b>		<b>4,205</b>	
<b>TRAINING AND DEVELOPMENT</b>				
Salary	648	7.0	648	7.0
Grants & Contributions	350		350	
Other O&M	252		131	
<b>Subtotal</b>	<b>1,250</b>		<b>1,129</b>	



<b>EMPLOYEE RELATIONS</b>				
Salary	866	9.0	866	9.0
Grants & Contributions	0		0	
Other O&M	887		774	
<b>Subtotal</b>	<b>1,753</b>		<b>1,640</b>	
<b>TOTAL</b>	<b>19,358</b>	<b>83.0</b>	<b>18,025</b>	<b>84.5</b>

## APPENDIX II: Bathurst Mandate Status Report

Principle	Status
<p>1.5.1 Work with communities to create within each department of the Government of Nunavut the ability to support community capacity building.</p>	<p>Outreach programs have been initiated and implemented. Weekly radio broadcasts are made informing communities of various Staffing programs and job postings. Job postings are issued in Inuinnaqtun for the Kitikmeot Region.</p> <p>Deliver Summer Student Employment Program that provides for priority hiring of beneficiary applicants.</p> <p>Based on extensive community consultation, developed a “Made in Nunavut” Workplace Health, Safety and Wellness strategy. Established a unit that is implementing the program that includes crisis counseling in Inuktitut with support of translation services.</p> <p>Established position of ADM/Community Operations to strengthen Human Resources support to the regions.</p>
<p>2.1 Remove, consolidate or integrate un-needed government structures.</p>	<p>Employment Systems Review, Client Satisfaction Survey, Collaborative Special Study on the Barriers affecting Inuit Employment has been completed.</p> <p>Prioritized recommendations have been incorporated in the 04-05 Business Plan. Removal of artificial barriers in job descriptions underway.</p> <p>Participated in 2003 Program Review. Response to recommendations and an implementation strategy is being developed.</p>
<p>2.4 Write and maintain simple and understandable policies for every government department.</p>	<p>HR Policy Manual revisions have continued in 03-04 FY. An RFP for the final revisions and review has been issued.</p> <p>As part of the GN Article 23 Implementation Strategy, a review of the Public Service Act and Regulations is underway. An RFP for completion has been issued. Completed a review of other legislation to ensure compliance with Article 23.</p> <p>Extension of Priority Hiring Policy to 2006 and Contribution Policy approved by Cabinet.</p> <p>Additional work pending final approval includes:</p> <ul style="list-style-type: none"> <li>- Consolidated Excluded and Management Handbooks;</li> <li>- Revised Code of Conduct and Conflict of Interest Policy</li> </ul> <p>Developed an Information Handbook to inform employees of their entitlements, to support the government-wide decentralization program. The 2004-05 Business Plan includes plans for revisions to the staffing manual.</p>

<p>3.10 Build an effective, functional and skilled public service, which is responsive to the public that it serves and increasingly representative of the population of Nunavut.</p>	<p>Learning &amp; Development programs have been conducted in all regions and HQ ranging from core computer literacy courses to financial management to policy development.</p> <p>A certificate in public administration and policy has been developed and delivered in all 3 regions in collaboration with Carleton University and NAC.</p> <p>Specialized training programs have been supported in all 3 regions in collaboration with departments.</p> <p>A competency based Human Resource Management system is currently being developed.</p> <p>Established the Nunavut Senior Assignment and Public Service Career training programs.</p>
<p>4.8 View every element of the government budget as potential training budget.</p>	<p>The training and development Budget has increased from \$350K to \$5.9 mil.</p> <p>In collaboration with Finance-Audit Division, a training audit will be launched in 4th Qtr, 03-04 to quantify the amount of investment in training across the public service.</p>
<p>4.10 Under the leadership of the Departments of HR and CLEY. Every department will develop and implement, for current and future employees:  A strategy to support the Inuit Employment Plan.  A strategy for on-the-job training and mentoring.  A Nunavut orientation and language skills program.</p>	<p>An Implementation Strategy, titled “Seeking Balance”, was approved by Cabinet in November 2003. Seeking Balance sets forth the commitment of each department to increase representation over a 5-Year period and initiatives to assist departments and GN in increasing representation.</p> <p>Seeking Balance outlines an internship strategy. A Management Development Program for Interns was implemented. Guidelines for the internship program and mentoring have been developed to ensure consistency across the public service.</p> <p>First and second language programming is currently being offered. In collaboration with CLEY and NAC, a curriculum for first language programming is currently under development. In collaboration with NAC, Inuktitut language instructor training will be delivered in early 04-05.</p> <p>Participated in the development and submission of Article 23 Obligations Proposal to the 10-Year Contract to NLCA Update.</p> <p>Developed and delivering a GN Orientation program for new hires. An IQ Orientation program has been developed and is currently being offered. An Employee Orientation CD-Rom has been developed in 4 languages and is distributed to new employees.</p> <p>Completed IEP Gap Analysis and established an IEP unit to implement the strategy and to monitor and report on progress.</p>

<p>4.14 Put into place strategies to develop Nunavummiut in every profession as part of a resident workforce.</p>	<p>Partner in the development of the Akitsiraq Law School Program</p> <p>Established the Management Development Internship Program</p> <p>In collaboration with Education, participating in the development of the Adult Learning Strategy.</p>
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## APPENDIX III: Staffing Report

### Employment Summary of GN Public Service<sup>9</sup>

#### Category All Departments & Boards

	Total Positions			Inuit Employment		
	Total	Vacancies	Filled	% Capacity	Inuit Hired	% Capacity
Executive	34	1	33	97%	16	48%
Senior Management	118	12	106	90%	22	21%
Middle Management	358	67	291	81%	58	20%
Professional	1017	162	855	84%	213	25%
Paraprofessional	976	202	774	79%	454	59%
Administrative Support	475	86	389	82%	326	84%
<b>Total All Departments &amp; Boards</b>	<b>2978</b>	<b>530</b>	<b>2448</b>	<b>82%</b>	<b>1089</b>	<b>44%</b>
<b>Department Totals</b>						
Community Government & Transportation	174	38	136	78%	53	39%
Culture, Language, Elders & Youth	53	16	37	70%	23	62%
Education	987	74	913	93%	432	47%
Executive & Intergovernmental Affairs	51	12	39	76%	19	49%
Finance & Administration	163	38	125	77%	43	34%
Health & Social Services	617	153	464	75%	230	50%
Human Resources	72	10	62	86%	25	40%
Justice	212	39	173	82%	52	30%
Office of the Legislative Assembly	33	7	26	79%	12	46%
Public Works & Services	232	50	182	78%	77	42%
Sustainable Development	163	54	109	67%	49	45%
<b>Total GN Departments</b>	<b>2757</b>	<b>491</b>	<b>2266</b>	<b>82%</b>	<b>1015</b>	<b>45%</b>
<b>Board Totals</b>						
Nunavut Arctic College	150	25	125	83%	51	41%
Nunavut Housing Corporation	71	14	57	80%	23	40%
<b>Total Boards</b>	<b>221</b>	<b>39</b>	<b>182</b>	<b>82%</b>	<b>74</b>	<b>41%</b>
<b>Total GN &amp; Boards</b>	<b>2978</b>	<b>530</b>	<b>2448</b>	<b>82%</b>	<b>1089</b>	<b>44%</b>

<sup>9</sup> Toward a Representative Public Service; GN Department of Human Resources, December 31, 2003.

## Reviewing Inuit Employment: June 1999 to December 2003<sup>10</sup>

### Category All Departments & Boards

	Beneficiaries				IEP (%)			
	Jun-99	Dec-02	Sep-03	Dec-03	Jun-99	Dec-02	Sep-03	Dec-03
Executive	na	16	16	16	61%	48%	48%	48%
Senior Management	na	22	22	22	22%	21%	21%	21%
Middle Management	na	59	56	58	24%	20%	19%	20%
Professional	na	164	210	213	41%	21%	26%	25%
Paraprofessional	na	387	428	454	47%	52%	56%	59%
Administrative Support	na	302	309	326	64%	79%	84%	84%
<b>Total All Departments &amp; Boards</b>	<b>0</b>	<b>950</b>	<b>1041</b>	<b>1089</b>	<b>44%</b>	<b>40%</b>	<b>43%</b>	<b>44%</b>

### Department Totals

Community Government & Transportation	23	50	51	53	53%	38%	38%	39%
Culture, Language, Elders & Youth	9	20	24	23	90%	61%	62%	62%
Education	18	392	417	432	47%	45%	47%	47%
Executive & Intergovernmental Affairs	15	15	19	19	45%	42%	49%	49%
Finance & Administration	28	42	42	43	43%	35%	34%	34%
Health & Social Services	8	193	203	230	32%	42%	47%	49%
Human Resources	15	19	26	25	68%	32%	41%	40%
Justice	27	48	54	52	36%	31%	31%	30%
Office of the Legislative Assembly	11	10	15	12	69%	43%	50%	46%
Public Works & Service	32	69	71	77	42%	39%	39%	42%
Sustainable Development	34	39	47	49	40%	35%	43%	45%
<b>Total of GN Depts.</b>	<b>220</b>	<b>897</b>	<b>969</b>	<b>1015</b>	<b>44%</b>	<b>41%</b>	<b>44%</b>	<b>45%</b>

### Board Totals

Nunavut Housing Corporation	CGT	21	22	23	CGT	41%	37%	40%
Divisional Education Councils	na	ED	ED	ED	na	ED	ED	ED
Health Boards	na	HSS	0	0	na	HSS	HSS	HSS
Nunavut Arctic College	na	32	50	51	na	27%	41%	41%
<b>Total Boards</b>	<b>0</b>	<b>53</b>	<b>72</b>	<b>74</b>	<b>na</b>	<b>31%</b>	<b>39%</b>	<b>41%</b>
<b>Total of GN &amp; Boards</b>	<b>220</b>	<b>950</b>	<b>1041</b>	<b>1089</b>	<b>44%</b>	<b>40%</b>	<b>43%</b>	<b>44%</b>

<sup>10</sup> Toward a Representative Public Service, GN Government of Human Resources, December 31, 2003.

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## INTRODUCTION

Historically, the provision of health and social services was primarily focused on care and treatment services. In recent years, providing life-enhancing tools such as health promotion and illness prevention have become recognized as essential elements of the health and social services system. As such, the Department of Health and Social Services is committed to focusing on all areas of health promotion to improve the quality of life for Nunavummiut. Our long and short-term goals will reflect our philosophy in how we carry out our business. We will do this within the means of our legislative mandate and available fiscal resources.

The department's mandate is to set and monitor standards for the provision of quality health and social services throughout the territory. Our mission is intended to support effectively the achievement of Inuuqatigiitiarniq (the healthy interconnection of mind, body, spirit and the environment) through the decisions of Nunavummiut to lead healthy and productive lives as individuals, families and communities.

The Government of Nunavut as a whole has the challenge of providing services to small communities that are distributed over our vast territory. We face the difficult task of finding innovative, effective solutions to many complex health and social problems, some with root causes dating back several generations. An important dimension of addressing these challenges is bringing care closer to home, allowing more Nunavummiut to receive necessary care and treatment services within the territory, within their own culture. In addition, we recognize our responsibilities under the long-standing commitments of the Nunavut Lands Claims Agreement.

### Our Mission

*To promote, protect and enhance the health and well-being of all Nunavummiut, incorporating Inuit Qaujimajatuqangit at all levels of service delivery and design.*

Our mission statement is a reflection of why we are here. We envision ourselves providing services reflective of the population we serve.

### Our Vision

*We envision the well-being of all Nunavummiut, with individuals leading productive lives in self-reliant and healthy communities throughout the territory.*

## Our Principles

We are committed to improving and maintaining the health and well-being of all Nunavummiut within the framework of the following guiding principles:

- *People-orientation* – all activities of the health and social services system will support an approach that places people first.
- *Culturally sensitive* – programs and services represent the values, knowledge, beliefs and cultural distinctiveness of the people of Nunavut.
- *Continuum of care* – activities of the health and social services system will support the full continuum of care through promotion, prevention, treatment, continuing care and rehabilitation services.
- *Seamlessness* – programs and services will fit together and be integrated with other government and non-government services.
- *Sustainability* – the health and social services system will operate in a way that is accountable, sustainable and is responsive to the needs of its people.
- *Responsibility* – individuals, families and communities have responsibility in achieving health, well-being and self-reliance.
- *Prevention-oriented* – activities of the health and social services system will support the maintenance of physical, social and mental health in addition to the treatment of illness and injury.

## Our Values

- *Integrity* – in everything we do, we are honest and fair in our dealings with clients and employees.
- *Service* – we will continue to improve our services by becoming more effective, prompt, courteous and accessible.
- *Harmony* – we can only achieve our vision through unified leadership and working together with the communities and stakeholders we serve.
- *Respect* – for every individual. Our clients are served with respect, dignity, courtesy and understanding. Our employees are recognised in a professional manner.
- *Inuit Qaujimajatuqangit* – we will maintain positive innovations guided by Inuit knowledge, wisdom, values and beliefs.

## Inuit Qaujimajatuqangit

The Department of Health and Social Services has taken and will continue to take a variety of steps to incorporate Inuit Qaujimajatuqangit (IQ) into programs, service delivery, and day-to-day operations.

The IQ Coordinator for the department provides leadership in the area of IQ and advises program staff on incorporating IQ into everything we do. The Coordinator reviews proposed policy and program initiatives. The Coordinator also addresses various complaints and concerns that are raised with respect to programs and services and often acts as a patient's advocate. The IQ Coordinator is also a member of the GN's Tuttarviit Committee.

The IQ Coordinator will lead the development of a departmental IQ Committee. The IQ Committee will plan various IQ events such as staff outings, Inuit games as part of the gathering, and provides advice on the meaning of IQ, as we examine services and programs.

HSS offers support to Inuit staff to develop their spectrum of skills and abilities. For example, this year we are sending five Inuit program managers to take advanced management training through a program being offered in Iqaluit by Saint Mary's University.

We are increasing our funding of the Nunavut Nursing Program in order to increase the number of Inuit nurses in Nunavut. We expect to have our first two Inuit nurse graduates this spring. In addition, we frequently offer the Community Health Representative training program to increase the number of Inuit serving in this important role across the territory. A comprehensive education and training plan will be developed to further enhance the training of Inuit and to help improve the knowledge and skills of existing staff.

HSS will continue to actively incorporate the philosophy of "care closer to home" into departmental priorities. We aim to better serve Nunavummiut in their own communities or within Nunavut as opposed to continued reliance on out-of-territory service providers. An example is our plan to expand midwifery and maternity care services. This means that more Inuit women will have the supports needed for a healthy pregnancy and transition to motherhood, including traditional midwifery practices and education on Inuit values around child care.

We are continuing to pursue a more integrated approach to local service delivery so that Nunavummiut will have a unified service team consisting of nurses, social workers, local wellness workers, Community Health Representatives, mental health staff, Elders and other volunteers.

This past spring we hired an Inuk as a departmental Inuit Employment Specialist. This person will work with senior managers to increase Inuit employment across the department, work with Inuit staff for career planning and training opportunities, and will help develop and monitor progress of the department's IEP.

**Inuit Qaujimagatunangit Priorities (2004-05)**

- Develop an IQ departmental Committee;
- Develop an implementation plan based on the IQ Report that was developed by the GN in 1999;
- Develop an evaluation and review process to identify IQ compliance;
- Explore women's health in the areas of mammography, women's shelters, maternal care and violence against women;
- Increase Inuit participation in program delivery by offering training on an on-going basis to increase skills and knowledge;
- Increase Inuit participation in identifying service priorities and involving them in program development and delivery – building community capacity;
- Establish a territorial advisory committee with representatives from the regional Inuit organizations to assist in overseeing work plan development and program delivery with respect to federally funded Inuit specific programs;
- Increase the involvement of Elders and youth across the range of health and social services;
- Promote self-responsibility and self-reliance in regards to one's own health and well being;
- Produce plain language health promotion materials and other public messages that can be easily translated and understood by Inuit and is reflective of traditional lifestyles and values regarding health and wellness;
- Undertake consultation with communities, local and Inuit governments and other stakeholders in the development of new public health legislation for the territory;
- Deliver flexible, culturally sensitive programs and services in an integrated and coordinated fashion;
- Continue the development of culturally appropriate materials and products for patients who must travel out-of-region for medical care, including information regarding elective surgery (to reduce cancellations);
- Provide translated forms in all official languages;
- Ensure all casual and indeterminate hires follow priority hiring; and
- In conjunction with policy, setup a working group to review existing outdated acts and regulations and make recommendations for updates.

## **ENVIRONMENTAL SCAN**

Our ability to provide services is greatly impacted by several factors, most of which are intertwined with each other.

### **Vastness**

We consistently face the challenge of providing quality health and social services across a vast geographical territory. Having to provide services to twenty-six communities distributed over one-fifth the size of Canada means the department must consider creative and cost-effective solutions to ensure accessibility and sustainability.

### **Cultural and linguistic challenges**

As a relatively new government we are trying to adapt an older style of western governance and service delivery that is culturally appropriate and sensitive to the needs of our majority Inuit population. We are seeking new ways to provide services in an evolving society.

Language of services is of critical importance. The majority of our clients are either unilingual Inuit or Inuit who prefer services in their first language. Most of our professional service providers are English speaking. These differences can often lead to misinformation and misunderstanding between practitioners and clients.

### **Demographic changes**

Nunavut's high birth rate is expected to continue and this will continue to place pressure on our limited health and social services capacities. More than one-half of our population is under the age of 25 years. To ensure our children are born healthy and grow up in a healthy environment, effective early intervention and prevention programs become crucial. On-going and significant investment for the future of our children and youth is required. Similarly, with an ever-increasing aged population, we will have to plan for new services and programs that previously did not exist.

### **Health status indicators and social issues**

As a result of rapid cultural change and a variety of external influences Nunavummiut face a variety of complex social issues. The majority of the population records low levels of income, education, and coping skills; when combined with a lack of cultural identity and changing social structures, self esteem and hope for the future can be diminished.

Social problems in Nunavut remain a major concern. Incidents of child abuse, family violence, and suicide are reminders of the many challenges we face. But ignoring social problems only leads to an increase in their impact on the health care system. By directing resources to social services, our department is investing in a reduction of the need for more costly health services.

The Report on Comparable Health Status Indicators for Nunavut and Canada released on September 30, 2002, provides a bigger picture of Nunavut. Although our history is incomparable to the rest of Canada, our efforts can only be measured by comparing our indicators with the Canadian national averages.

Compared to national averages, in Nunavut:

- Suicide is eight times higher.
- Life expectancy for both men and women is significantly lower.
- The infant mortality rate is three times higher.
- About 35% more infants are born underweight in Nunavut.
- Smoking rates for youth is three times higher.
- Smoking rates for adults is double the national average.
- TB rates are 17 times higher.
- STD infections are up to 17 times higher.

In addition:

- Nearly half of Nunavut residents lead inactive lifestyles.
- Nunavut has a high unemployment rate with the Inuit population experiencing the highest rates of unemployment within the territory.
- Nunavummiut are generally less satisfied with the quality of health care they receive than the rest of Canada.
- Residents are also dissatisfied with the level of hospital services they receive, as these services are difficult to access in the territory.

On the positive side, education levels are beginning to increase as evidenced by the number of high school graduates across the territory, increasing the opportunities for employment in Nunavut and expanding healthy lifestyle options. As well, roughly half as many women in Nunavut die of breast cancer when compared to the rest of Canada - this may be partially due the higher rates of breastfeeding and fertility rates in Nunavut, both of which have some protective effects against breast cancer.

Such complex circumstances require innovative and creative responses, which the department aims to provide within an integrated and comprehensive continuum of programs and services.

### **Information Technology**

Changes in technology can alter the type of services available as well as the manner in which those services are delivered. For example, a new treatment/screening test can require more (or more skilled) assistants. Adopting new technologies needs to be done in a thoughtful manner, recognizing the various effects upon staffing requirements and

service delivery. Initiatives such as Telehealth provide an opportunity for enhancing the quality of care, an increase in the cost-effectiveness of service delivery, and an integration of services.

### **Infrastructure**

Most of the Community Health Centres are over thirty years old and require significant renovations and/or replacement. Our Capital Planning process has targeted the most urgent facilities for replacement. There is a need to change the delivery of health care in Nunavut. An opportunity exists to repatriate health services within Nunavut – to bring better diagnostic testing and treatment closer to Inuit – through strategic investment in infrastructure and redirection of current spending.

Often Nunavut patients are transported from their home communities to cities outside of Nunavut to receive basic health care. Increasingly, the public in Nunavut is requesting these health services be made available in Nunavut. A move in this direction would significantly reduce the social and economic disruptions caused by the current need for medical travel. For Inuit patients, the stresses of traveling on airplanes, through airports, being in unfamiliar settings with a different language and culture and being away from family are even more significant, inevitably impacting the effectiveness of medical assessment and treatment.

The Government of Canada and the GN are spending millions of dollars each year transporting and boarding patients. An investment in Nunavut health infrastructure will significantly reduce the need to send patients outside of Nunavut for treatment. Savings to the GN in travel costs can be redirected to health services – shifting costs from travel to treatment – to assure a sustainable health care system for a growing Nunavut population. The Departments of Health and Social Services, Finance, and Community and Government Services have been working in partnership to ensure a new hospital in Iqaluit and new regional facilities in Cambridge Bay and Rankin Inlet are completed within the prescribed budgets and schedules. The two regional facilities are planned to be operational by 2004-2005, while the new hospital in Iqaluit will be operational by 2006.

### **Health care reform**

As per the objectives set forth in the Bathurst Mandate, Nunavut needs to continually review its health care system to ensure accessibility, effectiveness, responsiveness and sustainability. The 2003 First Ministers' Accord on Health Care Renewal sets out a timetable for health care reform across Canada. Nunavut continues to work with the federal government and other provinces and territories to implement these reforms.

## **Critical Issues**

Our priorities for the 2004/2005 fiscal year have been identified in relation to the department's mission, critical issues and the practical aspects of operating with limited financial resources. In addition to continuing to provide quality health and social services, our overall priorities in the coming year will pay specific attention to:

- Implementing the departmental Inuit Employment Plan. Strengthening our human resource capacity. In both health and social services professional service providers need to be hired and retained in each community.
- Increasing our focus on health promotion and illness prevention services.
- Bringing care closer to home by expanding the scope of programs and services within the territory and repatriating Nunavummiut previously sent out-of-territory for treatment.
- Securing housing for these professionals is an ongoing challenge.
- Continuing to improve the health status of Nunavummiut.
- Developing effective and meaningful partnerships with communities and other stakeholders.
- Assessing staffing requirements and undertaking service realignment in relation to the three new health facilities that will be constructed in the territory.
- Maximizing federally funded programs and recoveries.
- Establishing and monitoring standards of practice across all program areas.
- Reforming and enhancing our health care system as per the 2003 First Ministers' Accord on Health Care Renewal.
- Developing new Public Health legislation. Recent public health threats in Nunavut, across Canada and around the world highlight the need for a strong legal framework to direct and support public health initiatives, and to set the basis for a more comprehensive Public Health system to improve the health status of Nunavummiut.

The ability to deliver the "right care at the right time, by the right provider in the right place" will be our focus. This focus, highlighted by our drive to bring care closer to home, will need to be balanced between the continued responsibility to deliver primary and acute care services and developing prevention and promotion services within an environment of limited resources.



## **STRATEGIC LINK TO THE BATHURST MANDATE**

### **Healthy Communities**

Our mission is intended to support the achievement of Inuuqatigiitiarniq (the healthy interconnection of mind, body, spirit and the environment) through the decisions of Nunavummiut to lead healthy and productive lives as individuals, families and communities. This, we believe, will lead to the realization of our vision: healthy individuals and healthy communities throughout the territory.

### **Simplicity and Unity**

By pursuing our mission and vision and continuing to incorporate Inuit Qaujimagatuqangit into programs, services and day-to-day operations the department is achieving simplicity and unity. For example, our move towards integrated service delivery is meant to unify programs and services in order to simplify care and treatment for clients. This means that Nunavummiut will have a unified service team of nurses, social workers, local wellness workers, community health representatives, mental health staff, and even Elders and other volunteers providing all related health and social services that they may require.

### **Self Reliance**

Our vision is of the *well-being of all Nunavummiut, with individuals leading productive lives in self-reliant and healthy communities throughout the territory*. Individuals and communities must be healthy before they can be self-reliant. In this way we see our role as vital to the achievement of this Bathurst Mandate goal.

This vision of self-reliance is supported by the department's commitment to provide the "right care at the right time, by the right provider in the right place." Increasingly, we believe, the right place for care is within the territory. By focusing on bringing care closer to home and repatriating Nunavummiut previously sent out-of-territory for treatment, and by training Nunavummiut to become care providers, we will be developing greater self-reliance at the community level.

### **Continuing Learning**

Our department believes that healthy individuals and healthy communities will be characterized by continuing learning. By pursuing our mission and vision we are helping to create an environment where Nunavummiut will take advantage of learning opportunities, formal or informal.

## CORE BUSINESS

The programs of the Department of Health and Social Services are described, below, within six lines of business:

	<b>Budget (\$000)</b>	
	<b>2003-04</b>	<b>2004-05</b>
Directorate	17,061	17,869
Population Health	10,749	11,733
Social Services	22,106	22,645
Health Protection	3,424	3,829
Care and Treatment	70,528	86,568
Health Insurance	28,226	39,600
<b>TOTAL</b>	<b>152,094</b>	<b>182,244</b>

### Directorate

Provides overall direction and leads the department. Supports and provides advice to the Minister and the government as a whole. Ensures implementation of ministerial direction and government policy. Sets standards for the delivery of quality health and social services. Evaluates performance of the department in delivering quality services. Coordinates delivery of services through Regional Offices.

### Objectives

- To improve the quality and timeliness of financial information provided to all managers to assist in making prudent financial decisions that will ensure the sustainability of the health and social services system.
- To serve as a guide for those who plan, carry out and evaluate policies, programs and services.
- To improve access and delivery of health and social care services.
- Establish and maintain clinical procedures, protocols and indicators.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Deputy Minister</b>		900	764

Provides overall direction and leadership to the department. Supports and gives advice to the Minister and the government as a whole. Ensures the implementation of ministerial direction and government policy.

<b>ADM Corporate Services</b>	351	359
Provides direction and manages a broad range of corporate services, carries out strategic initiatives, and provides strategic policy advice to the department.		
<b>ADM Operations</b>	756	894
Provides overall management and leadership for regional operations in service delivery; service standards and practices; and support to local communities in capacity building.		
<b>Regional Corporate Operations</b>	3,269	3,406
Provides overall management of regional and community based health and social services across the territory by support to three regional offices.		
<b>Finance</b>	3,797	4,184
Provides financial advice and support to senior management including functional advice to three regions through the following activities: budget development, financial analysis, accounting operations, contract services and capital planning.		
<b>Vital Statistics Program</b>	990	993
Records births, marriages, deaths and stillbirths that occur in Nunavut. Processes amendments to the registering of change of name orders, adoptions, additions of father details to birth records and adding or changing of given names. Issues marriage, birth and death certificates. Registers clergy. Prepares appointments for marriage license issuers and marriage commissioners.		
<b>Human Resources</b>	705	776
Develops and implements strategic nurse recruitment and retention plans; provides proactive employee relations support to management and staff; develops and implements a department wide Inuit Employment Plan and provides human resources support in areas of recruitment, documentation for staffing actions, attendance and payroll.		
<b>Information Technology/Telehealth</b>	1,866	2,304
Provides and develops health information systems, on-going technical and application support for the use of hardware and software applications, data analysis and systems planning for the department. Plans, implements and coordinates Telehealth services to improve access and quality of health care and social services to Nunavummiut.		
<b>Policy and Planning</b>	541	443
Provides leadership in development of program standards, departmental policies and legislation. Leads strategic planning and business planning processes for the department. Ensures adequate support exists to provide advice and assistance to the		

regional offices and senior management. Coordinates the department's working relationships with federal, provincial and territorial partners.

**Professional Practice** 3,507 3,693

Promotes, establishes and maintains professional standards and best practices; clinical procedures; clinical indicators; credentialing, registration and licensing of health care providers; outcome and evaluation systems; community capacity building through empowerment practices; and support to regional management in planning services by a multi-disciplinary health and social services team.

**Regional Health Facilities** 126 0

Provides leadership, advice and coordination in the design and development of the new and renovated hospital in Iqaluit as well as new health facilities in Rankin Inlet and Cambridge Bay.

**Kugluktuk Medical Affairs** 253 53

Coordinates physician services throughout the territory.

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**Total, Directorate** 17,061 17,869

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**Priorities (2003-04)**

- Explore certified midwifery training;  
*Status: A consultant gathered information on midwifery, in the areas of regulation, training programs in maternal care, traditional midwifery and birthing closer to home, as well as conducted primary research re Inuit groups favorably disposed towards midwifery.*
- Review all policies and procedures for the boarding homes;  
*Status: Policies and procedures have been reviewed.*
- Review of pharmaceuticals and develop Formulary;  
*Status: The Nurse Consultant and the Territorial Nursing Network Group is assisting the Nunavut Pharmacy and Therapeutics Committee in reviewing current drug formulary systems to create an integrated Territorial drug formulary system.  
 Joint formulary committee from Kivalliq and Kitikmeot has met once to develop a joint formulary.*
- Review of services of Kugluktuk Office;  
*Status: During the fiscal year 2003-2004 to date, the Kugluktuk office was increased to nine on site positions: These are ADM Ops and Professional Practice, Director Professional Practice, Community Nurse Consultant, Social*

*Work Consultant, Inuit Employment Coordinator, Community Development Consultant, Coordinator, Professional Licensing, Executive Secretary and Receptionist/Secretary.*

- Implement recommendations resulting from Medical Travel Review;  
**Status:** *Department officials met with boarding homes and airlines. An action plan to establish a medical travel centre was developed. Data analysis initiated, review of policies and procedures manual also initiated.*
- Primary Health Care - renewal and enhancements;  
**Status:** *The department has received federal funding for three years (03/04 to 05/06) in the amount of \$4.4 million to implement enhancements that support primary health care across the territory. Priority areas include greater integration of service delivery at the community level, enhancing clinical practice skills and increasing citizen participation in all areas of design, development and delivery of health services aimed at individual and community wellness.*
- Review of Hospital Services based on the recommendations of the recent accreditation report;  
**Status:** *Review of recommendations from accreditation report underway with report due in May 2004.*
- Negotiations with Manitoba regarding physician registration and regulation of practices, including developing appropriate legislative framework and services agreement;  
**Status:** *Negotiations were conducted but did not provide a feasible/workable solution.*
- Examine and consider options for umbrella legislation regarding all health professions;  
**Status:** *Information gathered by consultants. One review is currently on hold.*
- Implement recommendations from the Dental Review;  
**Status:** *The department is currently in the process of negotiating and implementing a Nunavut wide Oral Health Plan with Health Canada.*
- Expand midwifery services in Kivalliq using the Rankin Birthing Centre as the support basis for regional services;  
**Status:** *In 2002 there were 31 births in Rankin Inlet. In the first 9 months of 2003 there have been 65 births. Staffing has been increased from 2 to 3 midwives. There are now 6 beds available in Rankin Inlet for women awaiting births. The women are able to stay for 3 days post-partum in order to ensure*

*good infant-mother bonding. In addition, to increase capacity, an apprentice maternity worker student will start with the Birthing Centre early in 2004.*

- Develop a training program for maternity care workers in order to expand midwifery services across the territory.

**Status:** *Information gathered: re midwifery, regulations, training programs in maternal care, traditional midwifery and birthing closer to home, as well as conducted primary research re Inuit groups favorably disposed towards midwifery.*

*A Midwifery Consultant position was created in the Professional Practice Unit and competitions have been and are being held to fill the position.*

### **Priorities (2004-05)**

- Implement a new organizational structure to support our key strategic priority “Care Closer to Home” and to champion key program initiatives: maternal care, mental health (includes addictions & suicide prevention), primary care, home care, rehabilitation, public health, retention and recruitment, education and training and information technology;
- Complete implementation Year III of Telehealth Project – assessing community needs and adding new programs to maximize the benefits of Telehealth across the territory;
- Recruit, retain and provide support to HSS employees, especially front-line professionals;
- Implement recommendations resulting from Medical Travel Review and establish Medical Travel Coordination Centre for all of Nunavut;
- Primary Health Care renewal and enhancements – using funding received from the Primary Health Care Transition Fund;
- Examine and consider options for umbrella legislation regarding all health professions;
- Negotiate a new contribution agreement with Non-Insured Health Benefits (NIHB) program; and
- Fill the Midwife Consultant and the Community Home Care Consultant positions in the Kugluktuk office.

## Population Health

The department delivers several programs in cooperation with the federal government. Health Canada provides funding for the department to manage and administer a number of programs for Inuit and registered Indians. Population Health provides direction and leadership in public health support throughout Nunavut through a number of prevention and public education initiatives such as anti-smoking, mental health and suicide prevention.

### Objectives

- To enhance public and target group awareness of what sustains or optimizes good health and what creates significant risk to human wellness.
- To ensure there is appropriate health education, promotion and information materials in all Nunavut communities, and that effective media products address the highest priority population health opportunities.
- To recruit and train community health representatives, professional health promotion staff and to maximize learning opportunities for community advocates and staff.
- To continue to enhance the partnership with Inuit organizations in and outside of Nunavut in health policy development and health program planning to avoid duplication of services and program planning/delivery.

Programs	Budget (\$000)	2003-04	2004-05
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<b>Dental Services</b>		1,923	2,356
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To deliver comprehensive, timely and appropriate oral health care services in response to the current and future oral health needs of Nunavut's residents, and to conduct preventive dental health education and promote dental hygiene.

<b>Health Promotion</b>		1,205	1,285
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Services are designed to address collective health and well-being, to enhance individual, group and community knowledge, skills and control over decision-making and to mobilize community resources for wellness. The program provides a means for direct involvement and partnerships of individuals, groups and communities in matters pertaining to the delivery of health and social service programs. This program also administers a variety of federally funded health enhancement programs and initiatives.

<b>Health Surveillance</b>		509	480
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Provides information for the determination and tracking of wellness/morbidity of individuals, families and communities in Nunavut. It also provides for timely response and program adjustments by tracking or predicting emerging health and social trends by gathering and analyzing data on health information, population health statistics and disease registries.

<b>Nutrition</b>	229	245
Provides services to improve nutritional status of all Nunavummiut using a population health model. Evidence-based nutrition programs and activities are provided for infant and maternal health, school aged children and special needs populations including diabetes education and prevention.		
<b>Mental Health</b>	6,382	6,863
The program goal is to enable communities and groups to understand and deal effectively with addictions, mental health or high-stress burdens with minimal assistance from outside resources and to reduce the incidence of suicide. The program also provides specialized training to enable communities to be ready to deal effectively with crises, such as suicides, to limit further repercussions.		
<b>Advocacy and Support for Women's Initiatives and Persons with Disabilities</b>	501	504
The department is responsible for providing funding for two under-represented segments of the Nunavut population. The division provides financial assistance to Qullit, the Nunavut Status of Women Council (established under the <i>Status of Women Council Act</i> ) to advocate for the rights of women. Funding support is also available to ensure that the rights of disabled people in Nunavut are effectively represented.		
<b>Total, Population Health</b>	<b>10,749</b>	<b>11,733</b>

**Priorities (2003-04)**

- Support the City of Iqaluit in the development of a tobacco by-law and collaborate on training in the area of enforcement;  
**Status:** *Provided technical and program support to the City of Iqaluit in the drafting of their no-smoking by-law. The by-law came into effect on April 15<sup>th</sup>, 2003.*
- Implement the provisions of the proposed tobacco control legislation once passed by the Legislative Assembly;  
**Status:** *Bill 3,3 the Tobacco Control Act was passed by the Legislature in November 2003. Proclamation will take effect on February 1<sup>st</sup>, 2004 with enforcement and penalty provisions coming into force on May 31<sup>st</sup>, 2004 to coincide with World No Smoking Day.*
- Finalize implementation of the Addictions and Mental Health Strategy including interdepartmental sign-off on the suicide prevention protocol and a fully operational 24/7 residential facility in Iqaluit;  
**Status:** *Iqaluit's 24/7 facility became fully operational and training supports were provided in collaboration with Manitoba's Selkirk Mental Health Centre.*



*Five additional psychiatric nursing positions in Baffin were filled. As well, five regional child and youth care worker positions were created.*

*The department also provided technical, administrative and financial support to the Task Force on Suicide Prevention and Community Healing. The recommendations from the Task Force are under review by the GN and any actions related to implementation will take place in 2004/2005.*

- Work with Nunavut Arctic College on a certification program in health promotion;

**Status:** *A new course for community health representatives ran in Pangnirtung in 2003/2004 with an increased focus on health promotion. Work will continue with Nunavut Arctic College in regards to on-going health promotion curriculum development.*

- Develop healthy infants screening tools and protocols for information sharing and referrals;

**Status:** *Staff hired. A National tool was developed where an Inuit specific tool is being developed to identify FAS.*

- Support development of Non Government Organizations/Hamlet capacity in delivery of Vote 4/5 projects;

**Status:** *Two regional program officers (for Baffin and Kivalliq) were hired. Funds were provided to support communities in proposal development to access federal funding for Inuit specific programming.*

- Interdepartmental coordination and participation; partnership building with stakeholders to address key health issues;

**Status:** *On-going participation at federal-provincial-territorial tables, on interdepartmental committees, participation on the new National Health Council, regular consultation with Nunavut Tunngavik Incorporated and regional Inuit organizations.*

- Approve and implement an Oral Health Strategy;

**Status:** *The department is negotiating and implementing a Nunavut wide Oral Health Plan with Health Canada.*

- Develop a comprehensive health promotion strategy that integrates all health and social services;

**Status:** *In progress and will be tied to the development of new public health legislation for Nunavut. This is also a major objective of enhancing Nunavut's primary health care system.*

- Increase community and stakeholder participation in wellness and other prevention programming.

**Status:** *Consultation and participation of Inuit organizations, local committees of council and other community groups has increased in terms of work plan development, needs identification, community workshops, etc. related to the delivery of programs and services.*

### **Priorities (2004-05)**

- Continue interdepartmental collaboration in the area of early childhood development;
- Provide targeted resources to the Nunavut Suicide Prevention Council in the areas of training and prevention, including mental health, addictions and community wellness;
- Establish a tripartite advisory committee with representatives from Nunavut Tunngavik Incorporated, Regional Inuit Associations, Health Canada and Health & Social Services to provide direction and leadership to increase the effectiveness of federally funded Inuit specific programs;
- Develop a departmental service delivery framework that links/integrates all activities related to health promotion, health prevention, health protection, public health, social services and health public policy; including a comprehensive communications strategy to promote health and wellness; and
- Enhance health information systems in areas of data collection and analysis to ensure accurate and timely health status information is used in planning, decision-making and reporting.

### **Social Services**

Provides a range of support services for children and vulnerable adults who may require protection, or other specialized services.

### **Objectives**

- Ensure the safety and well-being of young Nunavummiut by providing timely and appropriate protective services.
- To reduce the number of assaults and provide better risk assessment to intervene prior to escalation of dysfunctional behaviour.
- To ensure the healthy development of children whose parents cannot or choose not to raise them.
- To provide assessments to determine the capacity of individuals to understand their decisions/consequences of their actions.
- To inform the public about the rights of an individual to self-determination and the support available through the Office of the Public Guardian.

- To assist in the development of plans in each community to provide support for individuals who require assistance under stress.
- To promote autonomy so individuals can regain control when appropriate.
- To provide support for vulnerable adults so they may stay within the community as long as possible.
- Research, awareness raising, counselling and referrals with an effective network of resources.
- To provide a connection between institutional and community services to ensure that prevention and promotion of healthy alternatives to crime can be facilitated.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Child and Family Services</b>		4,833	4,922
Ensures the safety and well-being of children by providing protection services, including investigations, parent and family support, interventions and residential placement services. Services include the recruitment and training of provisional, regular and specialized foster parents.			
<b>Adoption Services</b>		1,305	1,320
Ensures permanency planning for children in care, and their placement. In addition, the department oversees the recognition and processing of custom adoptions.			
<b>Guardianship Services</b>		1,299	1,318
The Office of the Public Guardian manages the Guardianship Program for the territory. The Court of Nunavut orders the Public Guardian to make decisions on behalf of individuals who have no person willing to take on the role of being their guardian.			
<b>Adult Support Services</b>		1,752	1,771
Provides a range of counseling, respite and support services for adults with a variety of needs including intellectual, physical or emotional challenges, addictions, violence, homelessness, criminality and poor parenting skills etc.			
<b>Family Violence Services</b>		2,387	2,502
The program links to preventative and restorative programs typically offered through the education or justice systems. It includes prevention services, interventions, individual and group counseling, support groups, referrals, transportation to safe locations including in and out of the community, safe homes, emergency shelters, and second-stage housing.			
<b>Young Offender Probation Services</b>		50	50
Provided through a memorandum of understanding between the department and Justice. In communities where delivery of these services has not been transferred back to			

Justice, social workers prepare reports for the Court, supervise youth under probation and monitor community services performed by young offenders.

**Facility Based Services** 10,480 10,762

Ensures permanency planning for children in care, and their placement. In addition, the department oversees the recognition and processing of custom adoptions.

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**Total, Social Services** 22,106 22,645

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### Priorities (2003-04)

- Implement key supports for the Child Protection Program: supports to foster parents; two pilot projects on Looking After Children; update standards and program manuals for adoptions; on-going statutory training; etc;

**Status:** *Training delivered in September to initiate two pilot projects in implementing "Looking After Children" a model to enhance care and planning for children.*

*On-going statutory training provided to new social workers.*

*Manuals were completed for adoption services and adult services.*

- Collaborate with Nunavut Arctic College on a cooperative placement component to the Social Work Diploma Program;

**Status:** *Progress made with Nunavut Arctic College in the area of entrance requirements and program curriculum.*

*Finalization of "cooperative placement" program will occur in 2004/2005 to give students the best practicum experience.*

- Training in areas of adoption and foster care;

**Status:** *A handbook for foster parents was developed and distributed. Support was provided to a group of foster parents in Iqaluit to develop their own association.*

- Update manuals on adult services and residential care;

**Status:** *Program manuals were revised and a new process was initiated to deal with placements out of territory.*

*A Complex Needs Review Panel was established to review requests, placements and to provide guidance/recommendations.*

*A thorough review of all children and adult group homes/facilities in Nunavut was initiated in January 2004 to enhance care and services to residents in facilities and to reduce the number of placements out of territory. Recommendations from this review will be implemented in 2004/2005.*

- Initiate planning for a major review of the Child and Family Services Act;

**Status:** *No funds were budgeted for this item.*

- Development of family violence screening protocols, including proper admission and discharge planning guidelines;

**Status:** *Under review with operators of shelters and social services staff. An interdepartmental committee on Prevention of Violence Against Women has been established which will provide further direction in collaborative programming development and delivery of services to meet the needs of victims of violence.*

- Develop MOU with Education on services for high needs children;

**Status:** *In the preliminary stages of discussion. A working group on high/special needs children was established to examine further and to provide recommendations to the Deputy Minister's Committee on Nunavut's Promise to Children and Youth (formerly known as the Children's First Secretariat).*

- Obtain approval and implement Child Abuse Response Protocol.

**Status:** *Final draft is under review with the Department of Justice with plans to present the document for approval in the Spring of 2004.*

#### **Priorities (2004-05)**

- Establishment of a Nunavut Association for Foster Parents using the associations in Cambridge Bay and Iqaluit as the foundation that will provide foster parents with a forum for mutual support, facilitate training of foster parents and assist in the recruitment of additional foster care resources across the territory;
- Establish much needed uniform foster care rates for the territory taking into account children with special needs;
- Establish an accreditation process for placement/residential facilities in Nunavut to ensure facilities can provide for the needs of children, youth and adults placed in them;
- Implementation of "Care Closer to Home" activities including examining the feasibility of establishing a new facility in Nunavut for youth with behavioral problems to reduce the need to send them out of territory for placement and treatment as well as to facilitate repatriation wherever possible; and
- Establish standards of services to respond to incidents of family violence including minimum standards of care in shelters.

## Health Protection

Provides direction, communications, coordination, quality assurance and knowledge to support public health protection activities. Provides leadership in preventing epidemics and the spread of disease and protecting the public against environmental hazards. Monitors health status to identify community health problems, diagnose, investigate and reduce or eliminate those problems and enforce laws and regulations that protect and ensure safety. This includes Public Health practice guidelines, communicable disease surveillance, prevention and containment, and environmental health services. As well, technical support, direction and leadership in the provision of statutory services is provided for the most vulnerable segment of the population.

### Objectives

- To reduce the impact and incidence of communicable disease in Nunavut.
- To reduce the impact of environmental contamination and through education and inspection to reduce the risk of food, water-borne and other environmentally caused diseases/conditions.
- To establish and maintain public health procedures, protocols and indicators and outcome and evaluation systems.
- To minimize the incidence and impact of disease in Nunavut through community capacity building and empowerment practices. This includes appropriate information, training and support as well as support to regional management in planning services in a multi-disciplinary context.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
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<b>Chief Medical Officer of Health</b>		844	978
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Under the direction of the Chief Medical Officer, several health protection programs are delivered that focus on environmental health, determination of health consequences of environmental contaminants, communicable disease prevention and awareness. The programs and services are dedicated to protecting the population of Nunavut from threats to health and well-being.

<b>Communicable Diseases Control</b>		102	121
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The program involves developing standards, protocols and strategies concerning communicable disease. Apart from monitoring the outbreak of disease and evaluating disease prevention and control programs, this program also disseminates information, assists with the development of promotional materials and educates members of the health care community concerning communicable disease prevention and control.

**Environmental Health** 545 699

The program is coordinated by an Environmental Health Consultant and delivered by four regional Environmental Health Officers, to ensure that investigations, identification, prevention and remedial actions occur in an appropriate and timely manner, in accordance with various legislation including the Public Health Act, regulations, policies and departmental procedures.

**Public Health** 1,435 1,860

Services offered through the Community Health Centres, include Infant and Child Health, School Health, and Healthy Adult programs. These programs are aimed at protection, education and promotion goals to improve the health of Nunavummiut. Under the leadership of the Chief Medical Officer of Health, a multidisciplinary team of health professionals including staff in the Health Protection Unit, Health Promotion Staff, regional public health nurses and community health nurses deliver and evaluate this program.

**TB Program** 498 171

Plans, coordinates and operates the established guidelines of the Territorial Health Protection Unit in identifying, controlling and preventing tuberculosis in the Territory.

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**Total, Health Protection** 3,424 3,829

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**Priorities (2003-04)**

- Review and update the Public Health Act and Regulations pertinent to general sanitation, water, sewer, and communicable disease control;  
**Status:** *Preliminary research was undertaken to collect information on public health legislation in other jurisdictions.  
A legislative proposal for the development of new public health legislation for Nunavut will be presented to Cabinet in the spring of 2004.*
- Renegotiate the various elements of rabies control with relevant departments;  
**Status:** *Discussions occurring with the Department of Environment.*
- Review and update the departmental emergency plan, vaccine management systems (procurement, distribution and administration) and develop a new pandemic strategy in response to post-Sept 11th environment;  
**Status:** *On-going. The new Chief Medical Officer of Health will be tasked with managing this file and initiating actions as required.*
- Develop best practices and enhance supports to the front line;  
**Status:** *On-going.*

- Define population and public health programs, goals, objectives and indicators;  
**Status:** *Will be part of the process in the development of new public health legislation and program development in 2004/2005.*
- Finish production and distribution of the remaining health promotion materials related to sexual and reproductive health.  
**Status:** *Completed.*

### **Priorities (2004-05)**

- Ongoing activities related to Nunavut's ability to respond to public health emergencies including regular reviews and updating of the emergency preparedness plan, increased communicable disease surveillance and vaccine procurement and management;
- Identify, prioritize, translate and deliver health promotion materials in print and via web available PDF files that are most required for territorial priorities; and
- Develop best practices and enhance supports to frontline.

## **Care and Treatment**

Treatment represents the most significant portion of the department's expenditures, such as urgent medical evacuations, necessary referrals, and emergency social/family interventions that may require transport out of a community, or out of Nunavut. Included are in-patient and outpatient services, public health, and chronic care and home care service delivery.

### **Objectives**

- To respond to the needs of Nunavummiut who are eligible for travel as defined in the Client Travel Policy.
- To enable persons unable to fully manage their own lives, or those coming out of interventions and requiring transitional assistance, to maximize their independence, their learning (e.g., life skills), and their odds of successful reintegration to their community and normal life.
- To establish availability of respite services in every Nunavut community.
- To provide safe, appropriate living environments and care to clients who have lost or never had the ability to care for themselves. Services provided include facility-based respite care, palliative care, psychiatric, group home and long-term care.
- To fully implement the Home and Community Care program across Nunavut.
- Find opportunities to provide other forms of independent living supports.



- To identify and work with Non-Government Organizations and volunteer networks providing allied care in Nunavut communities.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Medical Transportation</b>		24,500	32,800
Provides transportation services for patients who require medical services not available within their own community or within Nunavut. Travel benefits may also cover other costs, like meals and accommodations at a boarding home.			
<b>Hospital and Physician Services</b>		22,083	23,279
Access to medical treatment and assistance in cases of emergencies or in cases requiring immediate medical treatment and care. Included are in-patient and outpatient services. It also provides access to physician services, which are either provided in a hospital or on a rotational basis in communities through the community health centres.			
<b>Community Health Centres</b>		22,616	28,519
Provide access to a range of primary health care services. Programs cover the entire health/illness continuum and client span. Services are integrated and coordinated with other specialty services to provide a multi-disciplinary approach to client care. Care and treatment programs focus on health and wellness and on maintenance and restoration.			
<b>Supported and Transitional Living</b>		552	567
Supports maximum independence for persons unable to fully manage their own lives or those coming out of interventions and requiring transitional assistance. Residents live in shared, supervised, non-institutional living arrangements. Services are typically offered through contracted third parties. Activities include provision of residential living quarters, supervision, referrals for life skills supports and some direct services.			
<b>Home Care and Continuing Care</b>		777	1,403
Enables Nunavummiut who require interim supports to avoid facility-based care or unacceptable health risks, or who might otherwise become dependent, to live at home and maximize control over their own lives. The <i>First Nations and Inuit Home and Community Care Program</i> , which is a federally funded initiative (Vote 4), is a supplement to the GN's home care program, that provides a range of services to support Inuit and their families on the road to healing so that they can remain in their home and communities. Range of services could include home care, nursing care services, assistance with daily living, homemaking services, etc.			
<b>Total, Care and Treatment</b>		<b>70,528</b>	<b>86,568</b>

### **Priorities (2003-04)**

- Improve the integration of services among health staff and with social services and mental health staff;

**Status:** *On-going. Efforts will continue in 2004/2005 to enhance seamless services and enhanced access for Nunavummiut.*

*The Territorial Nursing Network Group and the Territorial Social Work Network Group in the Practice Unit, along with other departmental efforts in this area, are working towards improving the integration of services.*

*Integrated NIC and social worker regional teleconferences are now taking place. Regular integrated community meetings are taking place in Rankin Inlet, Arviat and Baker Lake.*

- Continue to pursue preventative and promotional activities as a means of improving overall population health (Renewal of Primary Health Care);

**Status:** *In 2003/2004 Nunavut received federal approval for funding in the amount of \$4.4 million over the next three years to enhance and renew primary health care across the territory. These activities are linked with activities related to integrated service delivery.*

- To bring services closer to communities and decrease the frequency of medical travel outside of the Territory;

**Status:** *Complex Needs Review Panel was created to review all exceptional requests that fall outside the scope of existing programs and services in relation to accessing services either within or out of Nunavut.*

*An Ultrasound technician is now traveling to communities with portable ultrasound equipment, decreasing the number of out-of-territory referrals for ultrasound.*

- Continue to explore mechanisms to streamline and improve medical travel;

**Status:** *A Task Group has been created to develop a RFP for a Medical Travel Coordination Centre.*

- Continue the development of culturally appropriate materials and products for patients who must travel out-of-region for medical care.

**Status:** *The Northern Medical Unit of the University of Manitoba is developing brochures with medical information that will be translated into Inuktitut.*

### **Priorities (2004-05)**

- Ongoing implementation of activities related to Nunavut's Primary Health Care Renewal that focus on integrated services, health promotion and wellness, enhance clinical practices, citizen participation and self-responsibility for health and wellbeing; and

- Roll-out of training sessions for front line practitioners, community members and others in the area of mental health using the World Health Organization’s model for primary care settings.

## Health Insurance

Responsible for the management and administration of territorial Health Insurance Programs, such as hospital services within Nunavut and other jurisdictions for Nunavut residents, including supplementary health benefits and non-insured health benefits.

### Objectives

- To ensure that all residents have access to medically necessary health services.
- To ensure that Inuit and registered Indians have access to non-insured health benefits (NIHB).
- To provide efficient administration and access of medically necessary services, both in and out of territory, to all Nunavummiut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Extended Health Benefits</b>		300	400
EHB program is a supplement to the Nunavut Health Care Plan to assist individuals with health related costs not otherwise covered. This program was originally developed by the GNWT with the intention of providing similar benefits to non-aboriginals as offered by the Federal Government’s NIHB program to the Inuit and First Nations.			
<b>Out-of-Territory Hospitals</b>		15,000	20,000
Responsible for the payment of out-of-territory hospital services. When Nunavut patients are seen in other provinces, the province then reciprocally bills the GN for these services.			
<b>Reciprocal Physician Billings</b>		2,000	3,200
Management of payments for insured health services provided by another jurisdiction to residents of Nunavut and also for private fee for service physicians within Nunavut.			
<b>Non-Insured Health Benefits</b>		10,926	16,000
Administration of non-insured health benefits, for eligible Nunavummiut.			
<b>Total, Health Insurance</b>		<b>28,226</b>	<b>39,600</b>

**Priorities (2003-04)**

- Work closely with the developers and the project team to create new health claims and vital statistics software applications. Coordinate health care card renewal as the existing health cards expire in March 2003;

**Status:** *New software system was implemented in May 2003 for both Vital Statistics and Health Claims.*

- Maximize recoveries under federally funded programs such as NIHB.

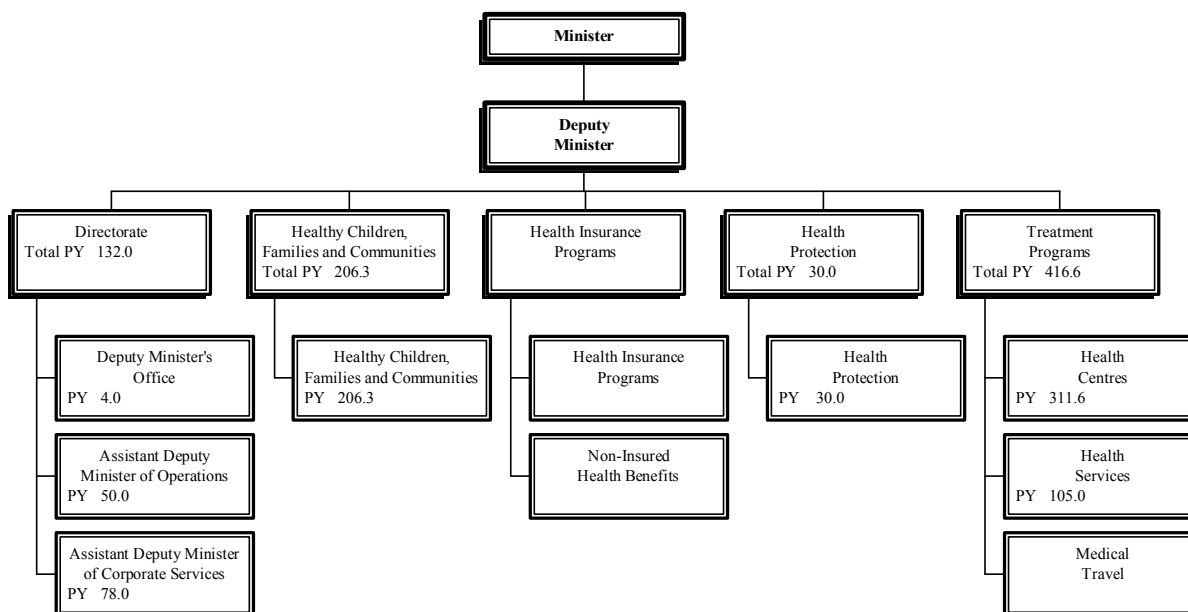
**Status:** *Staff training has resulted in improved invoicing processes to Health Canada for eligible expenses outlined in the contribution agreement.*

**Priorities (2004-05)**

- Work closely with the developers and the project team to ensure new health claims and vital statistics software applications are meeting the requirements of the department;
- Coordinate health care card renewal as the existing health cards expire in March 2005; and
- Staff existing vacancies.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



\* The Chief Medical Officer reports directly to the Deputy Minister on matters pertaining to the Public Health Act.

<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	724.9
Vote 4/5 PYs	60.0
Revolving Fund PYs	0.0
<b>TOTAL PYs</b>	<b>784.9</b>

## **Departmental Roles**

### **Directorate**

Under the authority of the Minister, the Directorate provides leadership and direction to the department and monitors health and social service program delivery to the public, including health and disease surveillance.

### **Healthy Children, Families and Communities**

Activities include information and research, health promotion, social well-being and dental. Information and research collects, analyzes and reports on legally mandated or otherwise significant indicators within health and social services. Health promotion and social well being include community health representatives, as well as social workers that work to enhance individual, family and community health, supporting the Government of Nunavut's Bathurst Mandate. Dental activities include everything from promotion to treatment and aftercare for seniors.

### **Health Insurance**

Health Insurance Programs, such as hospital services within Nunavut and other jurisdictions for Nunavut residents, including supplementary health benefits and non-insured health benefits.

### **Health Protection**

Programs and services dedicated to protecting the population from threats to health presented by communicable diseases, including sexually transmitted diseases (STDs), tuberculosis (TB), hepatitis B, trichinosis and environmental causes (contamination of air, terrestrial and aquatic environments).

### **Treatment Programs**

Treatment Programs include services provided at health centres, the hospital and medical/client travel. This includes urgent medical evacuations, necessary referrals, and unavoidable social/family emergencies that require transport out of the community, or out of the territory. This branch also includes the cost of physician services and social workers.

**Financial Summary**

Branch	2003 - 2004 Main Estimates		2004 - 2005 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	10,824	109.5	12,102	132.0
Grants & Contributions	986		1,229	
Other O&M	5,251		4,538	
<b>Subtotal</b>	<b>17,061</b>		<b>17,869</b>	
<b>HEALTHY CHILDREN, FAMILY &amp; COMMUNITIES</b>				
Salary	12,095	134.0	13,135	206.3
Grants & Contributions	4,335		4,430	
Other O&M	17,754		18,783	
<b>Subtotal</b>	<b>34,184</b>		<b>36,348</b>	
<b>HEALTH INSURANCE</b>				
Salary	0		0	
Grants & Contributions	0		0	
Other O&M	28,226		39,600	
<b>Subtotal</b>	<b>28,226</b>		<b>39,600</b>	
<b>HEALTH PROTECTION</b>				
Salary	2,148	26.0	2,454	30.0
Grants & Contributions	0		0	
Other O&M	1,276		1,375	
<b>Subtotal</b>	<b>3,424</b>		<b>3,829</b>	
<b>TREATMENT</b>				
Salary	27,591	302.9	32,599	416.6
Grants & Contributions	0		0	
Other O&M	41,608		51,999	
<b>Subtotal</b>	<b>69,199</b>		<b>84,598</b>	
<b>TOTAL</b>	<b>152,094</b>	<b>572.4</b>	<b>182,244</b>	<b>784.9</b>

## APPENDIX II: Bathurst Mandate Status Report

Principle	Status
1.4 Recruit, train, and retain Health and Social Services staff at full capacity in all communities and facilities	<ul style="list-style-type: none"> <li>▪ First Nunavut Nurse graduates expected in 2004;</li> <li>▪ Child Protection workers, supervisors and managers receive on-going statutory training CHRs have received training and a new group is receiving training this year in Pangnirtung;</li> <li>▪ A number of local staff from the health centres received training as X-ray Assistants and are provided with updated training as required; and</li> <li>▪ An Inuit Employment Plan Coordinator, Director of Policy and Planning and Policy Analyst positions have been filled by Inuit.</li> </ul>
1.5.1 Work with communities to: create within each department of the Government of Nunavut the ability to support community capacity building	<ul style="list-style-type: none"> <li>▪ Enhanced community infra-structures are under construction (i.e., 3 new regional health facilities and 4 new health centres);</li> <li>▪ Increased community/local capacity to serve children and adults with special needs (i.e., group homes, treatment/residential facilities); and</li> <li>▪ The Telehealth program through the Primary Health Care Transition Fund, Aboriginal Envelope will expand to an additional 7 communities in Nunavut. This will bring the total Telehealth communities to 22.</li> </ul>
1.5.3 - 1.5.4 Work with communities to: develop and maintain Wellness Plans for each Nunavut community, identifying strengths, gaps and needs and create long-term plans to sustain and improve community resources and access for each identified community need	<ul style="list-style-type: none"> <li>▪ On-going efforts to enhance community participation in service delivery to address local needs and priorities; and</li> <li>▪ Developing capacity of the H&amp;SS Committees of Councils to monitor Wellness Plans, assess needs, measure outcomes, undertake strategic planning in collaboration with the department.</li> </ul>
2.1 Remove, consolidate or integrate un-needed government structures	<ul style="list-style-type: none"> <li>▪ Implementation of a primary health care model that meets the needs of Nunavut; and</li> <li>▪ The department has adopted a philosophy of “Care Closer to Home” to consolidate and integrate structures to ensure Nunavummiut utilize services within Nunavut.</li> </ul>
2.4 Write and maintain simple and understandable policies for every government department	<ul style="list-style-type: none"> <li>▪ All forms and documents are available in the official languages; and</li> <li>▪ The department is reviewing its current Client Travel Policy to ensure simplicity and accountability.</li> </ul>
4.8 View every element of the government budget as a potential training budget	<ul style="list-style-type: none"> <li>▪ Education and training are priorities in the Business Plan.</li> </ul>



<p>4.14 Put into place strategies to develop Nunavummiut in every profession as part of a resident work force</p>	<ul style="list-style-type: none"><li>▪ Departmental training plan will be in place and funding will be provided as part of Main Estimates process;</li><li>▪ More Inuit trained in practical and professional fields including the Maternity Care working Training;</li><li>▪ More local staff and community people will have access to workshops, training programs, for example the Telehealth Site Technician Training Course;</li><li>▪ Telehealth will be expanding to include a fully operational "tele-education" component; and</li><li>▪ The department has created a Retention and Recruitment committee to develop a strategy.</li></ul>
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## INTRODUCTION

The Department of Justice, under the Minister of Justice, ensures that the government is administered in accordance with the law, oversees all matters connected with the administration of, and access to justice and gives legal advice to government departments and designated government boards and agencies.

The department fulfils a number of functions for the government and the people of Nunavut. Each of these functions aims to support the operation of a responsible and effective public government. The department ensures that the affairs of the Government are conducted in accordance with the law, and that all litigation matters for the Government of Nunavut are handled effectively. The department is also responsible for ensuring that all public bills and regulations are drafted in accordance with the Constitution of Canada, the Nunavut Act, and the principles of legal drafting recognized in Canada.

In addition, the department is responsible for policing, which is carried out by the RCMP, under the Territorial Policing Agreement with the Solicitor General of Canada. The Department of Justice works with the RCMP to try to meet the needs of all Nunavummiut with regard to their personal safety, and harmony within their communities. The department also administers Corrections, Community Justice, Community Corrections and Legal Registries programs, provides administrative support for the Nunavut Court of Justice and financial support to the Legal Services Board. Statutory functions are administered in a manner which ensures all Nunavummiut receive the full benefit and support of the law as it relates to their work, family relationships, commerce, estates, tenancies, access to legal representation, access to courts and other forms of dispute resolution and human rights.

### **Our Mission**

*To provide a full range of legal services to the Government of Nunavut, government departments and designated government boards and agencies, and to serve the public in promoting and protecting a peaceful society through the administration of a justice system which respects the role of community members in maintaining harmony, and which adheres to the principles and values of Inuit Qaujimajatuqangit.*

### **Our Vision**

*Our vision reflects Inuit Qaujimajatuqangit values, and promotes fairness, equality and a safe society supported by a justice system that is trusted and understood. The vision is respectful of and responsive to diversity, individual and collective rights, and community needs.*

## **Our Principles**

- The Nunavut Land Claims Agreement (NLCA) governs the affairs of the Government of Nunavut.
- The affairs of the Government of Nunavut are to be conducted in accordance with the law.
- An effective justice system is one that protects and is endorsed by the communities it serves.
- The development of an effective justice system needs to be supported through community involvement.
- Victims and offenders need our support for rehabilitation and healing.
- All Nunavummiut should have access to justice and receive the full benefit and support of the law.
- Partnerships and cooperation between all government departments are critical to the success of community wellness and crime prevention initiatives.
- Inuit culture and values will be respected in all we do.
- Customer service is to be fair, respectful, timely and efficient.

## **Our Values**

- **Integrity:** We are honest and fair at all times, in our dealings with clients and employees.
- **Service:** We deliver our services through effectiveness, promptness, courteousness and accessibility.
- **Harmony:** We achieve the Nunavut vision through unified leadership and working together with the communities and stakeholders we serve.
- **Respect:** Our clients deserve respect, dignity, courtesy, and understanding. Our employees maintain high standards of professionalism and are treated with respect.
- **Inuit Qaujimagatuqangit:** We maintain positive innovations guided by Inuit knowledge, wisdom and beliefs.
- **Public Government:** We promote justice and respect for individual rights and freedoms, the law, and the Constitution.

## **Inuit Qaujimagatuqangit**

The Department of Justice has included Inuit Qaujimagatuqangit (IQ) in program delivery to strengthen community capacity, to address community justice issues, and to make the administration of justice more efficient, understandable, and accessible to Nunavummiut.

The department formed an IQ working group called Illiniit that consists of an Inuk representative from each division, the RCMP and the Elder Advisor. The committee's mandate is to provide advice, direction, and assistance on all IQ matters. There are also many division-specific initiatives incorporating IQ within the department.

An Elder Advisor was hired to provide support, guidance, and advice on IQ. The Elder is working on a document outlining IQ principles and their meaning. The Directorate offers staff an "on-the-land" outing to encourage cross-cultural understanding of Inuit and Inuit culture. The Directorate also continues to support the Akitsiraq Law School Program and its future Inuit lawyers.

A new Diversion Protocol was developed to support community alternatives to the formal justice system and to resolve some cases through a Community Justice Committee as opposed to using the courts. The protocol incorporates Inuit values, including traditional counseling. Other initiatives include the Spousal Abuse Program in Rankin Inlet, and the Innussirmut Aqqusiuqtiit (IA) Pilot Project in Kugluktuk and Cape Dorset. The IA project aims to resolve family disputes in a non-adversarial, culturally sensitive way. Nunavut's first Inuk Senior Justice of the Peace was hired, and is working with Iqaluit youth on the Youth Court Advisory Panel. Other youth from across the territory will work with the Circuit Court in the High School Student Outreach Program.

Several programs have been developed at the Baffin Correction Centre (BCC), the Young Offenders Facility, and across the territory that are guided by IQ values. At BCC, an Inuk Elder works with staff and inmates to provide counseling and assistance in providing programs such as the "Land Program," where inmates are taken out on the land to learn hunting and survival skills. Young offenders are offered an Inuktitut literacy program, as well as grief and loss counseling that incorporates Inuit cultural tools for dealing with the pain felt after the loss of a friend or family member. Also, a partnership with the Correctional Service of Canada was formed to offer the Tupiq Program to Inuit offenders held at the Fenbrook Federal Institution.

The Legislation Division has its own, internal Inuktitut translation unit that is dedicated to the translation of Nunavut laws into Inuktitut. Terminology workshops with language experts have been conducted to ensure proper terms are used in the process. The department recognizes that the current *Wills Act* does not reflect Inuit customs and traditions, and consultations were conducted during the summer of 2003 gathering

information for upcoming amendments to the *Wills Act* that will reflect the wishes of Nunavummiut.

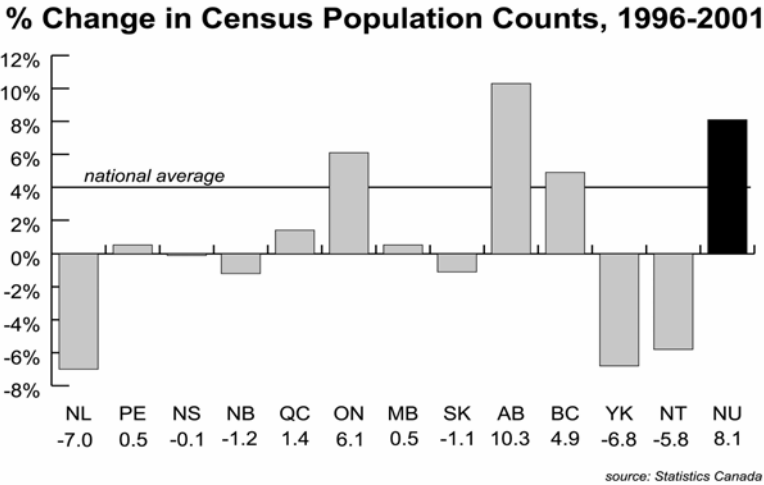
**Inuit Qaujimagatuqangit Priorities (2004-05)**

- Continue development of a made in Nunavut *Wills Act* that reflects Inuit values and customs.
- Human Rights Bill implementation.
- Kugluktuk Healing Facility - recognizing the importance of Inuit healing and the need for offenders to be closer to their home communities.
- Victims Assistance Committee – grant funding to applicants that work to help victims of crime.
- Evaluation of Community Justice Programs in partnership with the federal Department of Justice.
- Evaluation of Community Policing in conjunction with the federal Department of Justice.
- Provide one-day workshops as a continuation of the successful IQ workshop of human relations, investigative methods and role-playing that was held in 2003.
- IQ Staff training to be taught by Inuit Elders to reflect cross-cultural training for all staff, and a priority for BCC Correctional Staff.
- Discussions with other organizations to help specify and clarify traditional knowledge.
- Informing staff of Illiniit and encouraging them to come forward with new I.Q. initiatives.
- Development of a newsletter outlining what was accomplished in 2003, our objectives for 2004 and a list of Illiniit members.
- Have a word-of-the-day or word-of-the-week in each division, to support the Qallunaat staff that are learning Inuktitut.
- To develop and implement opportunities for IQ training to corrections personnel as well as exploring the delivery of such training to Fenbrook Institution staff.

# ENVIRONMENTAL SCAN

Nunavut faces significant challenges and opportunities as it continues its evolution as a developing government, and there are a number of unique conditions and challenges with respect to justice issues. Some of the most significant challenges are unique to Nunavut.

The first is our rapid population growth. Between 1996 and 2001, our population grew by 8.1%, which is more than double the national average. The following graphic provides a comparison with other Canadian jurisdictions.



Nunavut also has a high concentration of young people (more than 46.5% of the Nunavut population are less than 20 years of age). In every part of Canada, young people are the part of the population most likely to come into contact with the law, so the high numbers of youth in Nunavut has a direct impact on the Department of Justice.

The geographic size of Nunavut and transportation between the territory and southern Canada, and between Nunavut communities, creates another unique challenge which results in abnormally high travel and shipping costs. These costs cause substantially higher costs for the delivery of justice programs.

The lack of adequate housing causes additional social problems due to overcrowded homes. It also further complicates program delivery, since without adequate housing we are unable to recruit and retain qualified staff to deliver justice programs.



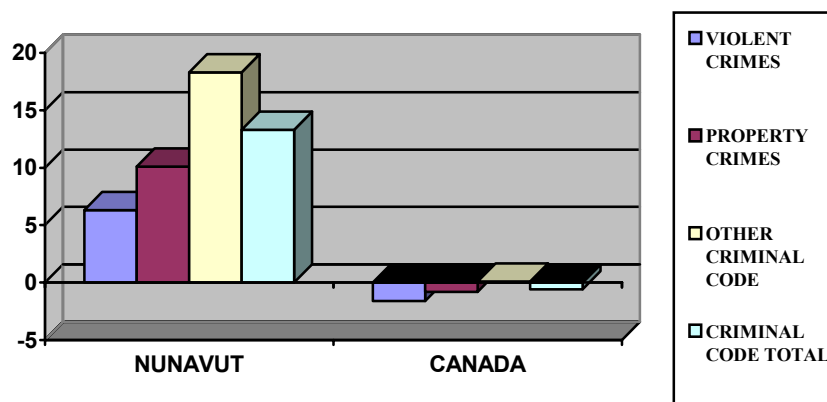
The following table provides statistics comparing the number of selected Criminal Code incidents in Nunavut with other Canadian jurisdictions.

**Selected Criminal Code Incidents, Canada and Province/Territories for 2002**

Province	Population 2002	Violent Crime <sup>1</sup>	Property Crime <sup>2</sup>	Other Criminal Code Violations <sup>3</sup>	Criminal Code Total <sup>4</sup>
NL	531,595	4,751	12,875	13,377	31,003
PEI	139,913	1,210	4,483	4,980	10,673
NS	944,765	10,380	31,385	30,125	71,890
NB	756,652	7,373	21,280	21,348	50,001
PQ	7,455,208	53,625	248,896	122,211	424,732
ON	12,068,301	99,990	389,947	242,993	732,930
MB	1,150,848	18,925	57,277	53,733	129,935
SK	1,011,808	18,331	57,447	59,484	135,262
AB	3,113,586	33,539	145,175	111,159	289,873
BC	4,141,272	49,641	268,699	160,007	478,347
YK	29,924	1,137	2,225	4,633	7,995
NWT	41,403	2,355	2,503	8,482	13,340
<b>NUNAVUT</b>	<b>28,715</b>	<b>2,037</b>	<b>1,753</b>	<b>4,476</b>	<b>8,266</b>
CANADA	31,413,990	303,294	1,243,945	837,008	2,384,247

Source: Juristat – Statistics Canada – Vol. 23 no.5

**% Change in Crime Rate Comparing Nunavut to Canada, 2001 to 2002**



Source: Juristat – Statistics Canada – Vol. 23 no.5

- Percent based on non-rounded rates.

<sup>1</sup> Violent crime = homicides, sexual assaults, assaults & robbery  
<sup>2</sup> Property crime = break & entering, motor vehicle theft & other theft  
<sup>3</sup> Other criminal code = offensive weapons & mischief  
<sup>4</sup> Criminal code total does not include traffic offences

The reasons for the high rates in each of these areas are complex, but include high levels of unemployment and poverty, low educational attainment rates, the need for more culturally relevant programs for offenders and victims, and a general feeling of alienation from the justice system.

Another factor related to our high rates of crime is the abuse of alcohol and drugs. The effects of substance abuse are felt not just by the justice system, but by a wide range of people, so tackling and preventing abuse requires the combined efforts of individuals, families, communities, and government and non-government resources.

These issues – unemployment, poverty, overcrowded or inadequate housing, and substance abuse – can all lead to conflict within families. Because many of the crimes committed in Nunavut are crimes of family violence, families need access to culturally appropriate problem-solving alternatives in their home communities, and alternatives that can help them choose healthy, positive lifestyles and to persevere through times of conflict.

Without improved social and justice-related services for the people of Nunavut, particularly for youth and families, the problems described above will likely increase. The Department of Justice supports the Community Justice Committees and is developing other strategies and programs, guided by Inuit Qaujimagatuqangit (IQ), to help resolve these problems. For instance, an Inuk Elder has been hired to work with staff and inmates at BCC to provide counselling, and assistance to program delivery such as the on-the-land program; the development of an Inuit Qaujimagatuqangit Committee called Illiniit, who's mandate is to provide advice, direction and assistance on the incorporation of IQ into the departments programs and services, and to incorporate Inuit culture into the workplace. The department recognizes the need to develop partnerships to tackle issues such as suicide prevention, and is committed to working with other departments, groups and agencies. The department currently participates in a working group with several departments to develop initiatives on "Violence against Women".

There are also challenges with respect to the provision of legal services to the Government of Nunavut. There is still a lack of judicial precedents under the Nunavut Land Claims Agreement, which governs the application and interpretation of all statutes in the Territory. There is also a rapidly growing volume of opinions, and legislation required, as departments and agencies begin to exercise the full scope of their mandates. Further, there is an increased recognition that statutes and services should be made available to the people of Nunavut in Inuktitut and Inuinnaqtun.

There are a number of challenges preventing the justice system from becoming more accessible to Nunavummiut, including: a severe lack of Inuktitut-speaking lawyers and other justice professionals, a shortage of resident Bar members practicing in a full range of legal areas, and a shortage of Inuit RCMP officers. While these issues are being

dressed, it will take considerable time and additional resources before the needs of the territory are met.

## **Critical Issues**

The following critical issues represent a broad overview of the challenges and pressures facing the Department of Justice:

- A need for enhancement and expansion of community-based programs to support victims, prevent crime, and work with offenders.
- Nunavut's high crime rate, especially violent crime.
- Lack of institutional bed space to meet the increasing demand, and to repatriate all territorial offenders, male and female, who are being held in other jurisdictions.
- Development, in a corrections context, of training programs and materials to deal with substance abuse, mental illness, and Foetal Alcohol Syndrome/Foetal Alcohol Effect.
- The need for community-based dispute resolution mechanisms, in place of southern adversarial practices or formal justice institutions.
- The need for an integrated information system that can provide better communication and information sharing between various users.
- Adequate support is needed to Community Justices Committees to develop community-based solutions.
- Lack of public education material informing citizens about the justice system.
- The growing demand for legal services as government departments mature.
- The recruitment and training of more Inuit at all levels in the Department of Justice, including the RCMP, to reflect the overall Inuit Employment Plan strategy of the Government of Nunavut.
- Full integration of Inuit Qaujimajatuqangit into justice policy and programs to ensure they reflect the culture, values and needs of Nunavummit.

## **STRATEGIC LINK TO THE BATHURST MANDATE**

### **Healthy Communities**

The Department of Justice identifies the need for healthy communities by closely involving community members in the administration of justice, providing support to families who are going through difficult times, providing conflict resolution opportunities and the development of culturally relevant programs for offenders. As an example the Inuusirmut Aqqusiuqtiit Pilot Project was initiated in February 2002, to provide a non-adversarial, culturally sensitive program based on the principles of Inuit Qaujimajatuqangit for the resolution of family disputes and community elders assist the court to provide information and advice to the accused. Initiatives are put in place to strengthen community capacity, to address community justice issues, and to make the administration of justice more understandable, accessible and efficient for Nunavummiut.

### **Simplicity and Unity**

The department coordinates and is working with various inter-departmental and inter-governmental working groups on issues that are related such as violence against women, mental health and suicide prevention. The department recognizes not to work in isolation but to involve other agencies and other departments on the issues that challenge the people in Nunavut. The Department of Justice identifies and is ensuring that through Simplicity and Unity the residents in Nunavut will be able to access programs and services that will reflect their needs.

### **Self-Reliance**

Community Justice Committees are established in the communities to deal with some crimes instead of the formal justice system. A Diversion Protocol supports this initiative to resolve some cases. The committees also develop and support prevention programs and advocates for healthy change in the community. There are also approximately 80 presiding Justice of the Peace (JP) and more than 75% of these JPs speak Inuktitut or Inuinnaqtun. One of the principal benefits of JP's in Nunavut is, they usually live and work in a single community and are much more easily available and familiar with the realities of life in a remote community. The enhanced role of JP's means speedier access to justice than a circuit court could ever provide, and also, more direct community input and Inuit input in the operations of the Department of Justice at the community level. Justices of the Peace are empowered to conduct bail hearings for more serious cases, have limited civil jurisdiction under some Nunavut Statutes, and are being trained to sit as Youth Court Judges.

## **Continuing Learning**

The Department of Justice is committed to training and development. Through this commitment Akitsiraq Law School was established in Nunavut for the very specific purpose of graduating a number of Inuit lawyers. The Akitsiraq Law School is a four-year program offered in Iqaluit by the University of Victoria, B.C., leading to a Bachelor of Laws (LL.B) degree. The program is a unique contribution to legal education and higher education in Nunavut and is sponsored by the University of Victoria in cooperation with Nunavut Arctic College, the Akitsiraq Law School Society and various other sponsors. A five-credit introductory course in Law is taught each semester at the Inuksuk High School in Iqaluit. Members of the court management team are participants of a team of lecturers teaching students about the general areas of law with information on Land Claims, Northern Justice, and Restorative Justice issues. The course aims to stimulate awareness of legal issues and provoke discussion. Training is also provided to the staff at the Baffin Correctional Centre, Isumaqsungittukkuvik Youth Centre, Uttaqivik Community Residential Centre and the Community Correctional Officers as a workshop on Living Works Suicide Intervention. The department also supports the Illiniit Committee that provides learning workshops to all staff in regards to Inuit Qaujimajatuqangit. This continued learning gives the staff an opportunity to learn not only text material but learn Inuit values and traditional knowledge.

## CORE BUSINESS

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

	<b>Budget (\$000)</b>	
	<b>2003-04</b>	<b>2004-05</b>
Advisory and Administrative Services	2,562	2,686
Law Enforcement	18,795	17,975
Legal Services Board	3,357	4,032
Legal Support Services	2,146	2,074
Nunavut Court of Justice	4,490	5,019
Legal Registries	780	770
Corrections and Community Justice	13,928	15,854
Human Rights Tribunal	0	583
<b>TOTAL</b>	<b>46,058</b>	<b>48,993</b>

### Advisory and Administrative Services

Advisory and Administrative Services includes the three programs: Office of Deputy Minister and the Assistant Deputy Minister, Policy and Planning, and Corporate Services. The line of business provides the overall leadership, policy development/planning, and financial/administrative support, as well as support to the Akitisiraq Law School.

#### Objectives

- To provide leadership for the department in order to ensure its goals, objectives and priorities are met.
- To provide policy direction and acts as liaison between the Government of Nunavut and the RCMP, to ensure that policing services in Nunavut meet the needs of Nunavummiut.
- To consider Inuit Qaujimajangit as part of Department of Justice policy and program decisions, and to incorporate IQ into the policy development process.
- To advise Cabinet on legal matters affecting the Government of Nunavut.
- To support the development of Inuit legal professionals who can provide services in Inuktitut and bring an understanding of Inuit culture and values to their work.
- To provide better accessibility to the justice system for all Nunavummiut.
- To manage and improve departmental business planning and financial management processes.

- To work with other departments, communities and governments to continuously improve the administration of justice in Nunavut.
- To provide support services to the other divisions of the Department of Justice in financial administration, human resource, training and development matters.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Deputy Minister's/Assistant Deputy Minister's Office</b>		575	680
<p>The Deputy Minister's/Assistant Deputy Minister's Office is responsible for the senior management of the department, including providing leadership and setting program direction, monitoring goals, objectives, policies and budgets, and ensuring that priorities and directives are followed. The DM also serves as legal adviser to cabinet. This division also acts as liaison between the GN, the RCMP and other Justice-appointed boards, committees and agencies.</p>			
<b>Corporate Services</b>		981	1,055
<p>The Corporate Services Division provides a full range of financial and administrative management and support services to the department. This includes business plan development and accounting services and participating in negotiations for federal/territorial agreements. The division oversees the financial aspects of the policing agreements, and also manages Human Resources functions for the department.</p>			
<b>Policy and Planning</b>		679	624
<p>The Policy and Planning Division is responsible for developing departmental policy and research proposals; analyzing departmental policies; conducting justice consultations with other departments, communities and governments; developing grants and contribution agreements; coordinating access to information/protection and privacy requests; and developing departmental responses to justice issues. In addition, the division is responsible for coordinating the department's Inuit Qaujimajatuqangit strategy.</p>			
<b>Akitsiraq Law School Program</b>		327	327
<p>The Akitsiraq Law School is an Inuit-specific, degree granting program offered by the University of Victoria, Faculty of Law with the Nunavut Arctic College and the Akitsiraq Law School Society. The program is run by Nunavut Arctic College (NAC), and Department of Justice funding is provided to the NAC for operating the law school. The program's primary goal is to increase the number of Inuit among the ranks of the legal profession in Nunavut. This program is supported by both federal and territorial governments and Inuit Organizations.</p>			
<b>Total, Advisory and Administrative Services</b>		<b>2,562</b>	<b>2,686</b>

**Priorities (2003-04)**

- Strengthening of Inuit Employment Plan implementation.  
**Status:** *A recruitment, training and implementation plan has been developed for improving the number of Inuit corrections officers working in Nunavut.*
- Develop a protocol for incorporating Inuit Qaujimajangit into policy development.  
**Status:** *The Terms of Reference for Illiniit (a departmental IQ Working Group) have been finalized.*
- Continued support of the Akitsiraq Law School program through participation on Sponsors Committee and Akitsiraq Board, providing work placements for students to gain on-the-job experience, and planning for future job placements in Nunavut for graduating lawyers.  
**Status:** *The Akitsiraq Law School program continues into its third year. There are currently 13 students. 2005/06 will be the final year of the program. Students will continue with their classroom studies and work placement through the summer of 2005 before being placed in various positions after graduation.*
- Coordinate the implementation process for the Nunavut *Human Rights Act*.  
**Status:** *A working group has been struck for the implementation process of the Act and has begun working on the details.*
- Conduct public consultation on the *Wills Act* and *Intestate Succession Act* and begin development of Nunavut legislation.  
**Status:** *Consultations were conducted in several communities last summer on questions relating to the Wills Act and estate matters generally, including the Intestate Succession Act. A Legislative Proposal is in the process of being prepared for the purpose of developing legislation to better reflect the needs and wishes of Nunavummiut in these matters.*
- Policy development in the areas of additional amendments to the *Maintenance Orders Enforcement Act* to provide a variety of tools for enforcement, and amendments to the *Exemptions Act*.  
**Status:** *Consultations will need to be conducted with regard to enforcement tools. A discussion paper has been prepared with regard to necessary changes to the Exemptions Act.*
- Coordinate planning for addressing family justice and victims' issues.  
**Status:** *Planning meetings for addressing family justice issues have been held, and will require further development. Inter-departmental meetings are also being held together with the Crown and the RCMP to develop a strategy with respect to violence against women.*



- Identify strategy for securing long term federal funding for initiatives such as Innuisqmut Aqqusiuqtiit (community mediation services).

**Status:** *Funding has been secured from the Legal Aid Pilot Project Fund for a period of three years (2003-2006) to pilot the Inuusirmut Aqqusiuqtiit Mediation Project. Acquisition of this funding support frees up Vote 4/5 funds from Family, Youth & Children for the development of parenting and other family justice programs.*

#### **Priorities (2004-05)**

- Strengthening of Inuit Employment Plan implementation;
- Continued support of the Akitsiraq Law School program through participation on Sponsors Committee and Akitsiraq Board, providing work placements for students to gain on-the-job experience, and planning for future job placements in Nunavut for graduating lawyers;
- Coordinate the implementation of the Nunavut *Human Rights Act*; and
- Develop initiatives, programs and partnerships on “Violence against Women” and “Suicide Prevention”.

### **Law Enforcement**

Within the Department of Justice, senior management acts as a liaison between the Government of Nunavut and the Royal Canadian Mounted Police (RCMP), and oversees the financial aspects of Federal/Territorial policing agreements. The department contracts with the Solicitor General of Canada for the provision of RCMP services under the Territorial Policing Agreement, and shares the costs associated with the RCMP Inuit Community Policing Program and the Nunavut Community Constable Program.

#### **Objectives**

- Ensure a high quality of policing services in Nunavut.
- Manage the resources and services provided via the Nunavut/RCMP policing agreement contract.

<b>Program</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Law Enforcement</b>		18,795	17,975

Policing services are provided by the RCMP and contracted to the Government of Nunavut. The Nunavut Division - “V” Division – has personnel posted throughout the territory with detachments in 25 communities. There are 123 RCMP personnel in Nunavut including regular RCMP officers, civilian and public servants. In addition, the

RCMP provides regular training to Community Constables, and the graduates are sworn in by RCMP under the RCMP Act and employed by the Municipalities.

<b>Total, Law Enforcement</b>	<b>18,795</b>	<b>17,975</b>
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**Priorities (2003-04)**

- Continue to improve the service delivery of policing by opening new RCMP Detachments in Whale Cove and Chesterfield Inlet;  
*Status: New detachments were officially opened in Whale Cove and Chesterfield Inlet in September.*
- Develop and implement new policing methods to respond to the introduction of the *Youth Criminal Justice Act*;  
*Status: The act is now implemented and appropriate measures are in place.*
- Continue recruitment of Inuit Police Officers;  
*Status: Recruitment resulted in a smaller troop this year.*
- Expand the use of Alternative and Restorative Justice through diversion program and work cooperatively with the Community Justice Committees;  
*Status: The Diversion Protocol has been translated and forwarded to all Hamlet Community Justice Committees in Nunavut for signing.*
- Work with communities to reduce family violence through public awareness campaign and working with the community stakeholders;  
*Status: Work is presently being undertaken, RCMP detachments have made this a priority.*
- Actively improve the detection of drugs coming into Nunavut by bringing in a drug dog and handler on a full-time basis.  
*Status: An RCMP member and fully trained police dog has been identified and are currently completing training. They are anticipated arriving early in 2004 for a two-year posting in Nunavut.*

**Priorities (2004-05)**

- Continue to work towards improvement in the effective delivery of policing services in all Nunavut communities including the establishment of Youth Justice Committees and the Justice of the Peace Program in communities;
- To continue partnering with the RCMP to increase and improve recruitment efforts for Nunavut and in particular, beneficiary members;

- To develop and implement plans for community consultation for the Northern Policing Contract;
- To fully utilize the trained dog and RCMP member to educate and enforce territorial drug laws with the intent of deterring illicit drug use and trafficking; and
- Work with community groups to develop treatment and intervention programs in the communities, such as in conjunction with Justice Committees, providing counseling that will prevent crime.

## Legal Services Board

The Legal Services Board 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: The Maliiganik Tukisiiniakvik Law Centre and The High Arctic Office in the Baffin Region, The Keewatin Legal Services Centre Society in the Kivalliq Region and the Kitikmeot Law Centre in the Kitikmeot Region. These clinics provide legal services, court worker services, referral services and public legal education and information in their respective regions.

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

### Objectives

- To provide quality and timely legal services to all eligible persons;
- To develop high quality systems for the provision of legal services, and
- 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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Legal Services Board</b>		3,357	4,032
The Nunavut Legal Services Board provides criminal and civil legal aid services through a mixed judicare/clinic/staff lawyer system to the people of Nunavut.			
<b>Total, Legal Services Board</b>		<b>3,357</b>	<b>4,032</b>

### **Priorities (2003-04)**

- To have all Court Workers fully trained and adequately certified in criminal and civil legal aid services;  
**Status:** *All Court Workers have had level one training but are not fully trained in the areas of criminal or civil law. Two further levels must be completed before they will be adequately certified.*
- To operationalize a new database for the provision of federal and territorial reports and to improve accountability;  
**Status:** *Database is operational and producing reports for federal and territorial authorities. The figures generated by the database were of great value during our negotiations with NWT & Yukon over the Investment Fund set up by the Federal Government.*
- To process legal aid applications electronically, on-line and to provide on-line lawyer billing and payments;  
**Status:** *Legal aid applications are beginning to be done electronically in our Iqaluit location. No on-line lawyer billing or payments.*
- To develop and produce a budget and strategy for the future of the Board.  
**Status:** *The Executive Director has begun to develop a comprehensive budget based upon the needs and mandate of LSB.*

### **Priorities (2004-05)**

- To have all Court Workers fully trained and adequately certified in criminal and civil legal aid services; and
- To develop software to incorporate clients information into the database, prepare all federal and territorial reports and process legal aid applications through this same database.

## **Legal Support Services**

Legal Support Services provides legal services to all government departments in order to assist them in carrying out their mandates and protect the Government's legal interests. Program responsibilities include the provision of legal advice and representation, legal drafting, and the administration of estates on behalf of Nunavut residents who die without a will or are in need of protection.

### **Objectives**

- To provide quality and timely advice to government departments on all legal matters.

- To represent the interests of the Government of Nunavut in all legal proceedings.
- To provide relevant legal training to government departments as appropriate.
- To protect the interests of vulnerable children, dependent adults and Nunavummiut who have died without a will.
- To provide high quality drafting and translation services to the government and the public.
- To provide the public with access to government legislation.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Legal and Constitutional Advice</b>		1,059	1,117
<p>The Legal and Constitutional Law program provides legal services to all government departments and certain government boards and agencies, and represents the interest of the Government of Nunavut in all court and tribunal proceedings. Program responsibilities include the provision of legal services in relation to all constitutional matters (constitutional development, aboriginal claims, and implementation of the Nunavut Land Claims Agreement, devolution, the Charter of Rights and Freedoms) and all litigation matters, and the drafting and review of major contracts.</p>			
<b>Public Trustee</b>		304	304
<p>Office of the Public Trustee program administers trust funds on behalf of minors, and administers the estates of dependent adults and Nunavummiut who have died without a will.</p>			
<b>Legislation Division</b>		783	653
<p>Legislation Division has four main responsibilities. The division has the primary responsibility for maintaining, revising, consolidating and making available to the public the statutes and regulations of Nunavut. The division also publishes the Nunavut Gazette every month. Legislation Division drafts all bills, regulations and appointments for the government. Bills are translated into Inuktitut and French, and regulations are also translated into French.</p>			
<b>Total, Legal Support Services</b>		<b>2,146</b>	<b>2,074</b>

**Priorities (2003-04)**

- Manage the increased demand for legal services, while continuing to provide a high level of service;

**Status:** *Legal and Constitutional Division is continuing to provide timely and well-considered legal advice.*

- Provide increased legal education to client departments;  
**Status:** *Legal and Constitutional Division has provided courses to various departments on contract law and risk management.*
- Make representations to Government of Canada aimed at reducing time delays in processing estate tax clearance;  
**Status:** *Tax clearances are being processed more quickly by CCRA.*
- Promote increased public information and awareness regarding Public Trustee services by providing more services in Inuktitut, improving communications, providing assistance to non-lawyers administering the estates of their relatives, and increasing the focus on dependant adults;  
**Status:** *The Public Trustee's office is making a practice of giving more detailed information to clients and prospective clients, has made a presentation to Municipal liaison officers, revised its brochure (published in English, Inuktitut and Inuinnaqtun) and obtained a 1-800 number. Correspondence to users is now translated so each letter is in English and in Inuktitut. The Public Trustee Office is also involved in a project to render the Probate Rules in plain language.*
- Improving maintenance of Nunavut legislation;  
**Status:** *The revised statutes of the NWT have been converted to Microsoft Word and are being reformatted and consolidated; this should be completed by June 2004.*
- Develop a workplan for Statute Revision project;  
**Status:** *A draft workplan for the Statute Revision project has been developed and will be refined as information comes in.*
- Launch a web page to provide public access to statutory materials.  
**Status:** *Web page is ready in French and English. Inuktitut has been delayed due to volume of work.*

#### **Priorities (2004-05)**

- Manage the increased demand for legal services;
- Expansion of seminars & group sessions regarding various aspects of the law to client departments;
- Continue to administer the estates of deceased Nunavummiut, to provide assistance to non-lawyers administering the estates of their relatives, and to increase the focus on dependant adults;
- Commence Statute Revision project; and

- Complete consolidation of statutes and regulations in English, French and Inuktitut.

## Nunavut Court of Justice

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

Additional responsibilities include administration of the Sheriff's office, the Justice of the Peace Program, Coroner's Program, Family Support Program, the Commissioners for Oaths and Notaries Public Program, Labour Standards Administration, support for the Labour Standards Board, the Nunavut Criminal Code Review Board, and administration of *the Residential Tenancies Act* and the *Fair Practices Act* and the provision of access to legal research through the courthouse law library.

### Objectives

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

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Court Administration</b>		3,228	3,679

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 general public, the Judiciary, legal counsel, the RCMP, and other individuals or groups who are bringing matters before the court. The Nunavut Review Board is composed of Psychiatrists, Psychologists, experienced lawyers, and non-professional members appointed from Nunavut. The law library at the Nunavut Court of Justice provides legal information for Nunavut.

**Family Support Office** 103 271

The Family Support Office has a primary responsibility for collecting and disbursing child and spousal support payments. There are currently approximately two hundred open maintenance enforcement files.

The program has recently introduced family mediation services in two Nunavut communities through a pilot project (Inuusirmut Aqqusiuqtiit), through funding provided by the federal government.

**Justice of the Peace** 454 458

To recruit, train and provide ongoing support for the judges of the Nunavut Justice of the Peace Court. Nunavut Justices of the Peace share jurisdiction with the Nunavut Court of Justice over summary (less serious) Criminal Code and Nunavut statute matters. In addition, JPs are empowered to conduct bail hearings for more serious cases and have limited civil jurisdiction under some Nunavut statutes. They also perform a valuable service in their communities conducting marriage ceremonies, swearing-in various officials and signing documents.

**Coroners** 406 330

To investigate the circumstances surrounding all reportable deaths that occur in Nunavut or as a result of events that occurred in Nunavut to determine the identity of the deceased and the facts concerning when, where, how, and by what means the deceased came to their deaths. The service is supported by the RCMP, the Fire Marshall's Office, Workers Compensation Board, Transportation Safety Board and various other agencies who work closely with the Coroner's Office. The Nunavut Coroner's Office also relies on Southern providers for such services as autopsies, and toxicology testing.

**Rental and Fair Practices** 87 102

A Fair Practices Officer was appointed to receive, investigate, mediate and adjudicate complaints of human rights abuses and discrimination. A finding of discrimination can result in an Order and can be filed in Court and enforced as an Order of that Court.

**Labour Standards Board/Labour Services Administration** 212 179

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

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**Total, Nunavut Court of Justice** 4,490 5,019

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**Priorities (2003-04)**

- Planning for the construction of a new Courthouse;



**Status:** *The department has selected an architect to design the new Justice Centre; an extensive consultative process is near completion for the design phase of the project.*

- Continue improving court circuit service to the communities;

**Status:** *Court circuit service to the communities continues to improve as a result of close consultation between the Nunavut Court of Justice, Justice Canada and the Legal Services Board.*

- Implementation of new technologies – a computerized tracking system for family court files, Digital Recording Technology and Video-Conferencing for the Courts and Baffin Correctional Centre;

**Status:** *The computerized tracking system for family court files is under development and will be ready for implementation at the end of this fiscal year. Courts has been phasing in the use of digital recording technology, by actively training staff as court monitors, using court monitors in monthly docket court sittings and therefore, eliminating the need for court reporters for these court sessions. The video-conferencing technology has been converted to a land-line system, and is currently being tested for implementation early in the new year.*

- Implement the New Rules of Court;

**Status:** *New Rules for Small Claims Court have been completed and are awaiting judicial direction for implementation.*

- Continued development and delivery of public information related to family law;

**Status:** *The Family Support Office has conducted research and collected videos and written materials from other jurisdictions in preparation for developing a parenting program suitable for implementation in Nunavut.*

- To improve public awareness of the *Labour Standards Act*.

**Status:** *Increased public information and education initiatives by adding a labour standards section on the Nunavut Court of Justice website; producing brochures, posters and an annual guide; establishing a network with provincial/territorial labour offices; and conducting information inspections and education sessions with employers and employees.*

### **Priorities (2004-05)**

- Complete design and award construction contract for the new courthouse;
- Continued implementation of new technologies and systems – a computerized tracking system for civil court files, expanded use of digital recording and video-conferencing technologies, and the development of electronic databases for fines administration, maintenance enforcement payments and labour

standards files; and

- Develop a culturally sensitive parenting program, within the Family Support Office.

## Legal Registries

In administering certain corporate and commercial laws, Legal Registries receives, reviews and processes a variety of legal documents submitted to:

- register interests in land and provide guaranteed land titles;
- register security interests in personal property;
- establish and maintain various forms of business organizations such as corporations, societies, partnerships and co-operative associations;
- apply for registration as advisors and dealers engaged in the sale of stocks, bonds and mutual funds; and
- describe and qualify the public companies and mutual funds whose shares are offered for sale in Nunavut

### Objectives

- To promote effective legal and administrative systems to facilitate commercial transactions, 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 support real estate conveyance and lending transactions.
- To support organizational development in the business and non-profit sectors.
- To ensure fair and efficient access to capital markets.
- To ensure that advisors, dealers and traded companies treat investors fairly.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Land Titles Office</b>		453	427

To administer the Land Titles Act and the Personal Property Security Act. For land titles, this includes the review and registration of survey plans and various legal documents to create ownership titles and the identification of other legal interests and mortgages affecting titled lands. A registration in the Personal Property Security Registry protects the priority of a secured creditor's claim to a debtor's personal property as against subsequent creditors or purchasers.

**Corporate and Securities Registries** 327                      343

The corporate registry administers the Business Corporations Act, Societies Act, Partnership Act, and certain provisions of the Co-operative Associations Act. 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 license securities advisors or dealers,
- to describe and qualify the public companies and mutual funds whose shares are offered for sale, and
- to provide discretionary relief from some requirements.

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<b>Total, Legal Registries</b>	<b>780</b>	<b>770</b>
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**Priorities (2003-04)**

- Enhance staff training, especially for new staff needed in key land titles positions;  
*Status: Staff were trained by the Registrar on an on-going basis, as time permitted.*
- Work in co-operation with the Department of Community Government and Transportation on the Land Administration Review Committee to identify and solve problems with the administration and registration of territorial lands;  
*Status: Terms of reference for the working group were drafted, land administration and registration issues were identified and proposals were considered for addressing certain issues.*
- Monitor and adjust work assignments in corporate registry to ensure consistent turn around of all filings within target timelines;  
*Status: Corporate registry service objectives were adequately maintained.*
- Ensure instruction materials for non-profit societies are translated into Inuktitut, Inuinnaqtun and French;  
*Status: An Inuktitut translation of the society incorporation package has been obtained and is available to the public on request.*
- Initiate educational initiatives: to increase awareness of Legal Registries roles; to enhance corporate compliance with filing requirements; to educate significant client groups in land titles; and to participate with other securities administrators in investor education / financial literacy week.

**Status:** *Public education was provided on a client-by-client basis as inquiries were received.*

### **Priorities (2004-05)**

- Work in co-operation with the members of Department of Community and Government Services as well as members of the Land Administration Working Group to identify and solve problems with the administration and registration of territorial lands;
- Continue to initiate educational initiatives: to increase awareness of Legal Registries roles; to enhance corporate compliance with filing requirements; to educate significant client groups in land titles; and to participate with other securities administrators in investor education / financial literacy week;
- Develop a replacement Land Titles Daybook database to deal with all land titles filings more efficiently and securely; and
- Co-operate with other Canadian Securities Administrators to develop and propose harmonized securities laws for each jurisdiction.

## **Corrections and Community Justice**

Corrections and Community Justice administers programs that include adult and young offender institutions, Community Corrections and the Community Justice Programs. Corrections oversee the adult and young offenders' facilities, including on-the-land camp operations and open-custody homes. Community Justice has the responsibility to provide community justice development, including the promotion and establishment of programs to prevent crime within the communities. The Community Corrections Program supervises offenders placed on probation or released from institutions on parole. This section is also responsible for assisting in the development of community-based programs such as diversion and public education.

### **Objectives**

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

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Community Justice and Corrections Directorate</b>		571	710
The Directorate oversees the operation of Corrections and Community Justice throughout Nunavut. We provide the direction and support to Institutions and community programs as well as develop and initiate new programs and assist in program development. The Directorate also provides the liaison with other jurisdictions across Canada.			
<b>Community Justice Program</b>		1,300	1,350
To provide restorative justice to communities and offenders and provide Crime Prevention Programs to the communities, working in conjunction with community groups providing crime prevention programs and working with offenders in the areas of mediation and diversion.			
<b>Community Corrections (Probation Services)</b>		1,407	1,411
Corrections and Community Justice has been working at establishing a "stand alone" probation service for Nunavut. Probation services, that were formerly handled by Health and Social Services are now being conducted by Community Corrections Officers in some communities. Community Corrections Officers provide supervision, support and programming to adult and youth offenders serving sentences on probation or under conditional sentences. Social Services still provide some services in communities where we do not have Community Corrections Officers.			
<b>Adult Healing Facilities</b>		0	1,512
Carrying out the mandate of the courts. The Healing Facilities provide care, custody and control to offenders sentenced to terms of incarceration. By providing counseling and healing programs in the communities, offenders are able to heal in an environment that provides support from their home communities and families.			
<b>Adult Institutions and Correctional Camps</b>		8,104	8,758
Carrying out the mandate of the courts. The institutions and camps provide care, custody and control to offenders sentenced to terms of incarceration or awaiting trial.			
<b>Young Offenders Custody / Open and Secure</b>		2,546	2,113
To provide open and secure placement for youth as ordered by the court. The program provides treatment and care to youth sentenced to terms in custody or awaiting trial.			
<b>Total, Corrections and Community Justice</b>		<b>13,928</b>	<b>15,854</b>

**Priorities (2003-04)**

- Develop a comprehensive capital plan, which includes at least one facility outside Iqaluit and the re-vamping of the Baffin Correctional Centre (BCC);  
**Status:** *Approval was gained to develop the Kugluktuk Healing Facility.*
- Provide additional rehabilitative and healing programming with a stronger cultural base and with community elder participation;  
**Status:** *An Elder has been hired to be involved in our various programming and counseling. A carving program has also been developed, using elder carvers from the community.*
- Hire and train more staff in order to reach approved staffing capacity levels in the institutions, which will allow us to provide relevant programming;  
**Status:** *Continue to run competitions for indeterminate staff, targeting beneficiaries from outside of Iqaluit; training current & indeterminate staff to facilitate programs within the institute.*
- Develop additional programming in our institutions that deal with family violence;  
**Status:** *Developed the Alternatives to Violence program that is currently running.*
- Work with police, crowns and communities to update the diversion protocol for Community Justice Committees;  
**Status:** *The Diversion Protocol has been translated and forwarded to all Community Justice Hamlets in Nunavut.*
- Develop and deliver new training programs for staff as well as Community Justice Committees in connection with the Nunavut Arctic College;  
**Status:** *Negotiations are ongoing to date, with Nunavut Arctic College and the RCMP for new training initiatives.*
- Implement the new Youth Justice Act.  
**Status:** *The new Act has been implemented and we are working on the development of protocols that are outlined in the act. An implementation coordinator is working on ongoing issues and program development.*

**Priorities (2004-05)**

- Open the Kugluktuk Healing Facility for the fall of 2004;
- Continue to develop more culturally relevant healing programs for adults and young offender;

- Develop partnership with other groups such as the Department of Health and Social Services to develop services for mentally ill offenders;
- Enter into a partnership with Correctional Services of Canada to have Nunavut Justice provide Parole Services to Federal Offenders; and
- A review of programs at BCC was conducted this year by consultants, and the department is now implementing changes to make the programs more appropriate for Inuit offenders.

## Human Rights Tribunal

Nunavut's Human Rights legislation has been passed and it provides for the establishment of a Human Rights Tribunal to which human rights complaints can be made.

### Objectives:

- Provide a forum to consider human rights complaints of Nunavummiut.

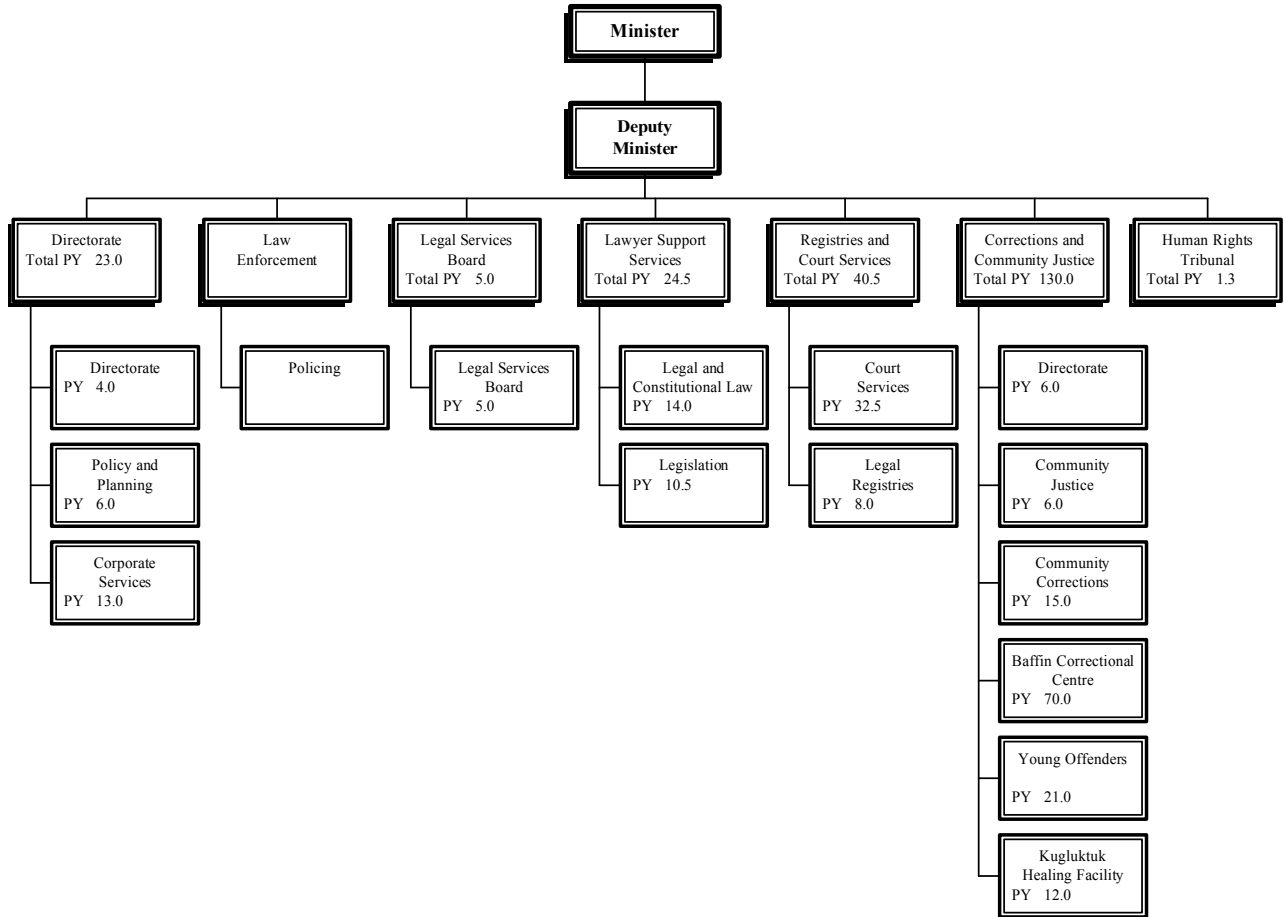
<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Human Rights Tribunal</b>		0	583
The set up of an operational Human Rights Tribunal will be undertaken in the current fiscal year.			
<b>Total, Human Rights Tribunal</b>		<b>0</b>	<b>583</b>

### Priorities (2004-05)

- Set up a functioning Human Rights Tribunal.

# APPENDIX I: Accounting Structure and Financial Summary

## Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	216.3
Vote 4/5 PYs	8.0
Revolving Fund PYs	0.0
<b>TOTAL PYs</b>	<b>224.3</b>



## **Departmental Roles**

### **Directorate**

The Directorate provides the senior management capacity for the department and ensures that Justice fulfills its mandate according to specific goals, objectives and priorities. In addition, senior management is a liaison between the Government of Nunavut and the Royal Canadian Mounted Police (RCMP) and other Justice appointed committees and agencies.

The Policy and Planning Division is responsible for analyzing all departmental policies, justice consultations with other governments, access to information/protection and privacy, and responses to justice issues. In addition, the division is responsible for coordinating the department's Inuit Qaujimajatuqangit strategy.

The Corporate Services Division provides a full range of financial and administrative support services to the department, including negotiating for funding with third parties and participating in negotiations relating to federal/territorial agreements. The division also oversees the financial aspects of the Territorial Policing Agreement.

Key roles include:

- Provides senior management capacity for the department in order to ensure Justice meets its goals, objectives and priorities.
- Develops internal policies, procedures and provides policy advice.
- Develops the departmental budget and provides financial and administrative services to the department.
- Takes a lead role in coordinating Inuit Qaujimajatuqangit in the department.
- Acts as a liaison between the Government of Nunavut and the RCMP, including administering all Federal/Territorial Policing Agreements.
- Trains Inuit lawyers for leading roles in the Justice System.

### **Law Enforcement**

Within the Department of Justice, senior management acts as a liaison between the Government of Nunavut and the Royal Canadian Mounted Police (RCMP), and oversees the financial aspects of Federal/Territorial policing agreements. The department contracts with the Solicitor General of Canada for the provision of RCMP services under the Territorial Policing Agreement, and shares the costs associated with the RCMP Inuit Community Policing Program and the Nunavut Community Constable Program.

Key roles include:

- Administration of the Territorial Policing Agreement.
- Administration of the Inuit Community Policing Program.
- Administration of the Nunavut Community Constable Program.

### **Legal Services Board**

The Legal Services Board is established under the *Legal Services Act*. It is responsible for ensuring that all eligible persons in Nunavut receive legal aid and related services. The Board follows prescribed guidelines in determining an applicant's eligibility for criminal and civil legal services. The Board is also responsible for overseeing the operation of the following regional clinics: Maliiganik Tukisiiniakvik, Keewatin Legal Services Centre, and the Kitikmeot Law Centre. These programs provide legal services, court worker services, paralegal services and public legal education and information in their respective regions.

Key roles include:

- Ensures eligible persons in Nunavut receive criminal and civil legal services.
- Responsible for overseeing regional legal aid clinics, which provide community-based legal services, courtworker services, and paralegal and public information in their respective regions.

### **Lawyer Support Services**

Lawyer Support Services is comprised of two divisions: Legal and Constitutional Law and Legislation

The Legal and Constitutional Law division provides legal services to all government departments and certain boards and agencies. Services provided include advice on all legal matters, legal representation before all courts and tribunals, and contract drafting and review. The division is also responsible for legal services in relation to all constitutional matters, including constitutional development, aboriginal claims, and implementation of the Nunavut Land Claims Agreement, devolution, Charter of Rights and Freedoms and all litigation relating to these matters. In addition, the division provides for the administration of trusts on behalf of minors, and the administration of estates and trusts of Nunavut residents who die without a will or who are in need of protection because of disability. These latter services are provided through the office of the Public Trustee.

The Legislation division's mandate is to draft bills, regulations and appointments, and provide legal advice to the government regarding those documents and the legislative process. The program is also responsible for providing translation services and public access to the government's legislation.

Key roles include:

- The provision of legal advice to all government departments and certain boards and agencies.
- Legal representation as required to protect the interests of the GN
- The administration of estates on behalf of infants, deceased residents and dependant persons

- Provides legal advice to all government departments and certain boards and agencies.
- The drafting and translation of all government bills, regulations and orders into French and translation of bills in Inuktitut.

### **Registries and Court Services**

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

Additionally, responsibilities include administration of the Sheriff's office, the Justice of the Peace Program, Coroner's Program, Family Support Program, the Commissioners for Oaths and Notaries Public Program, Labour Standards Administration, support for the Labour Standards Board, the Nunavut Criminal Code Review Board, and administration of *the Residential Tenancies Act* and the *Fair Practices Act* and provides access to legal research through the courthouse law library.

Legal Registries Division is responsible for administering certain corporate and commercial laws which involves managing the land titles office, personal property security registry, corporate registry, and securities registry.

Key roles include:

- Provides administration support for the Nunavut Court of Justice.
- Administers the Justice of the Peace Program.
- Enforces court orders for the financial support of spouses and/or children.
- Administers the Commissioners for Oaths and Notaries Public Program.
- Provides access to legal research through the courthouse law library.
- Provides administrative support for the Labour Standards Board.
- Provides administrative support for the Labour Standards Administration Program. Administers the Residential Tenancies and Fair Practices Acts.
- Legal Registries administers legislation that governs the registering ownership and other interests in land by providing guaranteed land titles; registering security interests in personal property; registering various forms of business organizations such as corporations, societies, partnerships and co-operative associations; regulating the trading of shares in public companies and mutual funds and licensing advisors and dealers in that industry.

### **Corrections and Community Justice**

Corrections and Community Justice administer programs that include adult and young offender institutions, Community Corrections and the Community Justice Programs. Corrections oversees the adult and young offenders facilities, including

on-the-land camp operations and open-custody homes. Community Justice has the responsibility to provide community justice development, including the promotion and establishment of programs to prevent crime within the communities. The Community Corrections Program supervises offenders placed on probation or released from institutions on parole. This section is also responsible for assisting in the development of community-based programs such as diversion and public education.

Key roles include:

- Provides communities with contribution funding to enable direct community control in the development of community justice projects.
- Administers the Victims of Crime Act.
- Administers the disposition of the Courts by providing safe and secure custody for both adult and young offenders.
- Provides treatment programs for both adult and young offenders sentenced to incarceration. The programs are designed with a view to rehabilitation, and there is an emphasis on culturally relevant programs for Inuit offenders.
- Administers on-the-land camp operators and open custody facilities.
- Provides probation/parole and other community based supervision initiatives.
- Assists in the development of community-based diversion programs and public education.

### **Human Rights Tribunal**

Nunavut's Human Rights legislation has been passed and it provides for the establishment of a Human Rights Tribunal to which human rights complaints can be made. This Tribunal must be in place by November 2004. Prior to this, public information will be provided, to ensure that Nunavummiut have a good understanding of the rights and protections that this Act offers. This public information will also provide Nunavummiut with information regarding how to access the Tribunal.

Key roles include:

- Provides public information so that all Nunavummiut will have a good understanding of the rights and protections that the Human Rights Act offers and also how they may access the Human Rights Tribunal.
- Sets up a functioning Human Rights Tribunal.
- Administers the Human Rights Tribunal.

### Financial Summary

Branch	2003 - 2004		2004 - 2005	
	Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	1,846	21.0	2,027	23.0
Grants & Contributions	327		327	
Other O&M	389		332	
<b>Subtotal</b>	<b>2,562</b>		<b>2,686</b>	
<b>LAW ENFORCEMENT</b>				
Salary	0		0	
Grants & Contributions	0		0	
Other O&M	18,795		17,975	
<b>Subtotal</b>	<b>18,795</b>		<b>17,975</b>	
<b>LEGAL SERVICES BOARD</b>				
Salary	352	5.0	359	5.0
Grants & Contributions	890		928	
Other O&M	2,115		2,745	
<b>Subtotal</b>	<b>3,357</b>		<b>4,032</b>	
<b>LAWYER SUPPORT SERVICES</b>				
Salary	1,829	25.0	1,928	24.5
Grants & Contributions	0		0	
Other O&M	317		146	
<b>Subtotal</b>	<b>2,146</b>		<b>2,074</b>	
<b>REGISTRIES AND COURT SERVICES</b>				
Salary	2,938	37.0	3,380	40.5
Grants & Contributions	0		0	
Other O&M	2,332		2,409	
<b>Subtotal</b>	<b>5,270</b>		<b>5,789</b>	
<b>CORRECTIONS AND COMMUNITY JUSTICE</b>				
Salary	9,189	120.0	10,349	130.0
Grants & Contributions	680		680	
Other O&M	4,059		4,825	
<b>Subtotal</b>	<b>13,928</b>		<b>15,854</b>	

<b>HUMAN RIGHTS TRIBUNAL</b>				
Salary	0		112	1.3
Grants & Contributions	0		0	
Other O&M	0		471	
<b>Subtotal</b>	<b>0</b>		<b>583</b>	
<b>TOTAL</b>	<b>46,058</b>	<b>208.0</b>	<b>48,993</b>	<b>224.3</b>

## APPENDIX II: Bathurst Mandate Status Report

Principle	Status
<p>1.2 Evaluate spending on courts and corrections, evaluate alternative program options and put in place long-term plans</p>	<ul style="list-style-type: none"> <li>• Since the creation of Nunavut, the Department of Justice has created a dedicated network of Community Correction Workers and a community corrections program has been approved by FMB and set up to handle probation and other court ordered community supervision. This was done with some new funds and some reallocation of funds from institutional corrections.</li> <li>• The goal has been partially achieved for both Courts and Corrections related to their program review and development of alternative program options.</li> <li>• Long term planning for facility development for both Courts and Corrections has also been partially achieved.</li> <li>• Alternative homes being established in the communities- this initiative is ongoing.</li> <li>• Open Custody Homes are active in the following communities: Pangnirtung, Pond Inlet and Arctic Bay. The Hall Beach Operator is awaiting inspection. A Land Program Officer was hired at Young Offenders to focus on the teaching of Inuit cultural skills.</li> <li>• A review of programs at BCC was conducted this year by consultants, and the department is now implementing changes to make the programs more appropriate for Inuit offenders. Some changes have been made; others are still being worked on.</li> </ul> <p><i>Action to date:</i></p> <ul style="list-style-type: none"> <li>• Corrections Planning Committee final report submitted to Minister with extensive recommendations concerning correctional facilities, program and community supervision. Copies of the report provided to all MLA's.</li> <li>• A Contract was signed for an alternative home in Pangnirtung</li> <li>• Program reviews have been conducted at the Young Offenders Facility and the Baffin Correctional Centre.</li> <li>• Training more JP's at community level to take on more responsibilities and handle more serious crimes. There are presently 55 active Inuktitut speaking JP's.</li> <li>• A first Inuk senior, full-time JP was hired in 2003. The Senior JP provides advice and training to the approximately 70 part-time JPs throughout Nunavut. Approximately 38 JPs have received training since January 2003.</li> </ul>
<p>1.5.1 Work with communities to: create within each department of the Government of Nunavut the ability to support community capacity building</p>	<ul style="list-style-type: none"> <li>• Community Justice Specialists work closely with the local Justice Committees and their mandate is to support community alternatives to the formal justice system.</li> <li>• Community Justice Committees are funded by contributions from the department.</li> </ul> <p><i>Action to date:</i></p> <ul style="list-style-type: none"> <li>• Inuit Qaujimagajuqangit Mediation Initiative is in the development stage and the department is actively seeking funding to initiate the pilot project in some communities.</li> <li>• Training Community Justice Committees to take on more diversion programs.</li> <li>• Training of Justice Committees in specialized family counseling.</li> <li>• Depending on the outcome of the plans to build Community Correctional</li> </ul>

	<p>Centres, we will require extensive training for staff in communities.</p> <ul style="list-style-type: none"> <li>• A new diversion protocol has been developed with the involvement of the Crown's Office, the RCMP and is supported by the communities. This Diversion Protocol and Agreement has been sent out to Justice Committees for signature.</li> <li>• Victims Assistance Committee is in the process of seeking applications from communities to fund victims support programs.</li> </ul>
2.1 Remove, consolidate or integrate un-needed government structures	<ul style="list-style-type: none"> <li>• No unneeded programs have been developed.</li> </ul>
2.2 Create a simple, timely and broadly based process for the creation and change of laws, using the forum of a Law Review	<ul style="list-style-type: none"> <li>• Maligarnit Qimirrujiit was established and members were appointed under Department of Executive and Intergovernmental Affairs with support by the Justice Department legal staff as required. Their term has now come to an end and a report has been submitted.</li> </ul> <p><i>Action to date:</i></p> <ul style="list-style-type: none"> <li>• A report was completed on the proposed <i>Human Rights Act</i>.</li> <li>• In cooperation with the Maligarnit Qimiurrujiit the department held regional consultations, steering committee meetings and an Inuktitut terminology workshop on proposed Human Rights Legislation.</li> <li>• The Nunavut Human Rights Bill was introduced and passed.</li> </ul>
2.4 Write and maintain simple and understandable policies for every government department	<ul style="list-style-type: none"> <li>• A Grants and Contributions Policy that covers contributions to community justice initiatives was approved by FMB.</li> </ul>
4.8 View every element of the government budget as a potential training budget	<ul style="list-style-type: none"> <li>• Hired Nunavut Senior Management Graduates.</li> <li>• Training has been provided to Community Justice Committees.</li> <li>• Training provided for Alternative Home and Camp operators.</li> <li>• Ongoing training with JP's.</li> <li>• Annual training for community coroners is provided.</li> <li>• Training has been provided to Legal Interpreters, through a Nunavut Arctic College program.</li> <li>• The department will be providing work placements for Akitsiraq Law Students</li> <li>• Under the Inuit Employment Plan, certain management positions are identified for being filled by Inuit, with a training program as part of the initial hiring process.</li> </ul>
4.14 Put into place strategies to develop Nunavummiut in every profession as part of a resident work force	<ul style="list-style-type: none"> <li>• Akitsiraq Law School started in September 2001. The department provides financial support to this program, as well as active participation on the Akitsiraq Board and the Sponsors' Committee. Each year some students will serve their work placements with the Department of Justice.</li> <li>• Senior Staff of the department have worked closely with the RCMP in the development of a recruitment drive to develop more Inuit police officers</li> <li>• Training staff in Corrections and Community Justice to become trainers and mentors.</li> </ul>



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## INTRODUCTION

The Office of the Legislative Assembly is established pursuant to the *Legislative Assembly and Executive Council Act*. The Office supports Nunavut's elected MLAs in the conduct of their duties. We provide support to the Legislative Assembly's independent officers, and work to inform Nunavummiut of the proceedings of the Assembly and its Committees.

### Our Mission

*Consistent with the Bathurst Mandate, the governance traditions of Northern Canada and established principles of parliamentary democracy, the Office of the Legislative Assembly provides quality programs and services that support an environment in which Members can best fulfill their roles and responsibilities as the elected representatives of Nunavummiut.*

### Our Vision

*An institution whose people provide the best possible administrative, procedural and information support to elected Members in the conduct of their business in the Chamber, Committees, constituencies and caucuses.*

### Our Principles and Values

#### Integrity

We acknowledge that, by its very nature, the Legislative Assembly is a political arena in which diverse positions and perspectives are articulated. However, we serve Members in a manner consistent with the need to maintain their confidence in our impartiality and professionalism.

#### Transparency

We recognize that the proceedings of the Legislative Assembly are the most visible day-to-day expression of Nunavut's government at work. We strive to ensure that the public is informed of House proceedings and Committee business through the publication of one of the few bilingual *Hansards* in Canada; the publication of Committee reports; the broadcasting of sittings and selected Committee hearings; and the maintenance of an informative, up-to-date Web presence.

### **Accountability**

We are cognizant of the need to ensure that our resources are used wisely and that we obtain value for the public funds that we expend in support of Members' business.

### **Diversity**

We respect and celebrate the cultural and linguistic diversity of Nunavut through the way we ourselves work, and in how we provide services to Members.

## **Inuit Qaujimajatuqangit**

Throughout the life of the First Legislative Assembly, approximately four out of five elected MLAs were beneficiaries of the *Nunavut Land Claims Agreement*. Inuit Qaujimajatuqangit is reflected in the manner in which we provide services to MLAs and the public. We work to ensure that Members and the public receive services and documents in the language of their choice; we strive to maintain a Legislative Assembly precinct that reflects and showcases Nunavut's rich cultural and artistic heritage; we provide the forum and tools with which elected Members may articulate and advance their priorities.

### **Inuit Qaujimajatuqangit Priorities (2004-05)**

- Ensure that the proceedings of the Legislative Assembly are broadcast in Inuktitut and Innuinaqtun on a regular basis;
- Demonstrate respect for Elders through their participation in Legislative Assembly events and ceremonies;
- Provide opportunities for Members and staff to participate in on-the-land activities;
- Provide mentorship and internship opportunities for Inuit;
- Support and promote Inuit cultural and artistic traditions through the Assembly's art collection and display program; and
- Facilitate opportunities for traditional public gatherings through the hosting of community events during Sessions and Committee visits to communities.

## **ENVIRONMENTAL SCAN**

### **Constitutional Context**

Canada's Westminster system of parliamentary democracy requires a rigorous separation of powers between the legislative, executive and judicial branches of government. Fostering effective and collegial working relationships with the executive branch of government, while ensuring the independence of the Legislative Assembly, is essential. Nunavut's consensus style of governance calls upon us to serve Members in a manner that respects the character of the institution.

### **Service Context**

The challenge of delivering quality services to elected Members is amplified by the need to do so within the context of a geographically and linguistically diverse jurisdiction. No other provincial or territorial legislature in Canada faces the same level of challenge with respect to distance and diversity. As we work to provide quality services to Members in the language of their choice, we must also build an organization that fulfills our Inuit Employment Plan (IEP) goals.

### **Public Expectations**

Nunavummiut expect an open government. It is incumbent upon us to effectively evaluate and employ communications and technological tools that help ensure public awareness of the institution and its work.

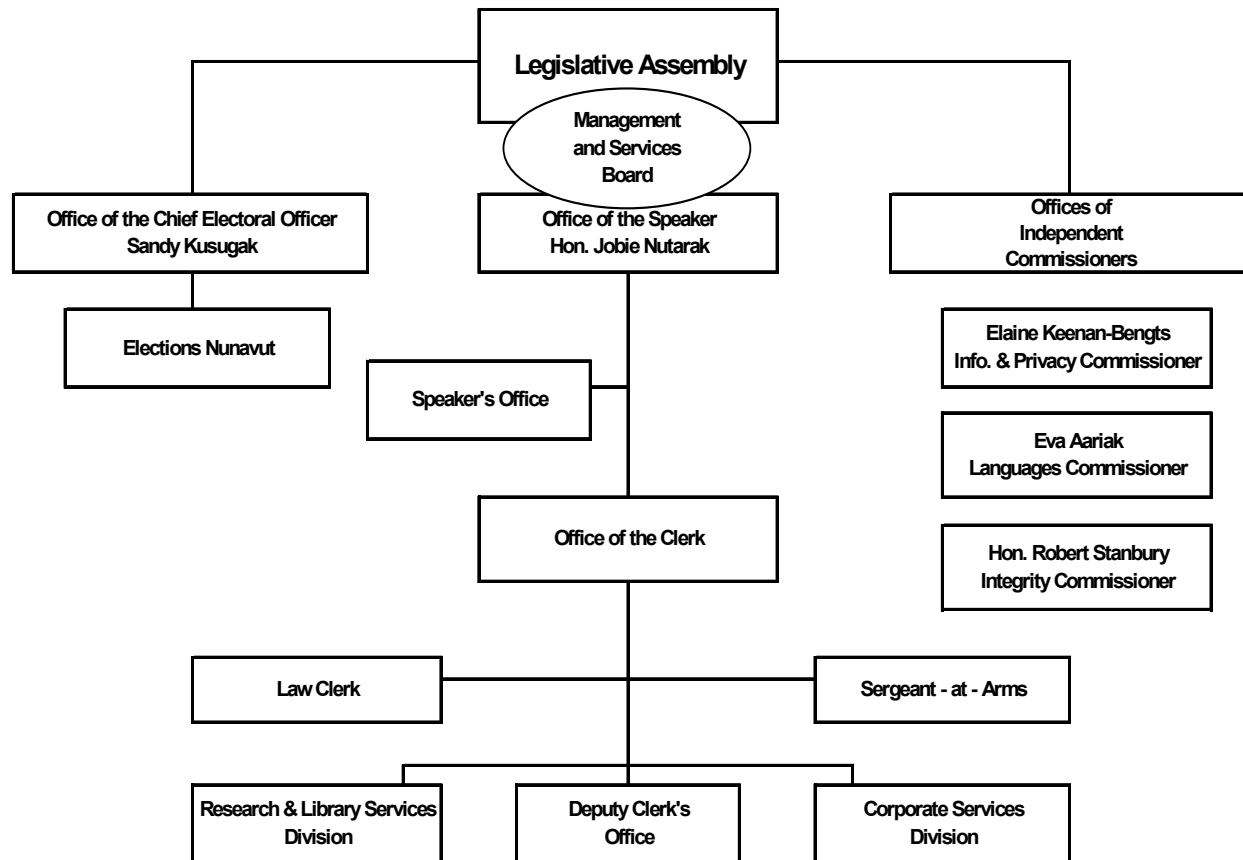
### **Transition to the Second Assembly**

The general election for the Members of the Second Legislative Assembly of Nunavut took place on February 16, 2004. We must continue to ensure that adequate resources and support are provided to Elections Nunavut, the independent office responsible for the conduct of Nunavut's territorial elections and bi-elections. We must work to assist the new Members of the Second Assembly, and be prepared to execute their direction with respect to the timing of future sittings of the House.

### **Critical Issues**

- Ensuring a smooth transition from the First to the Second Legislative Assembly;
- Ensuring the provision of adequate interpretation and translation services in the conduct of House and Committee proceedings and the production of Assembly documents; and
- Ensuring that adequate capacity exists to meet the operational requirements of Members and Committees.

*Figure 1*  
**THE OFFICES AND INDEPENDENT COMMISSIONERS**  
**OF THE LEGISLATIVE ASSEMBLY**



## CORE BUSINESS

The programs of the Office of the Legislative Assembly are described, below, within three lines of business:

	<b>Budget (\$000)</b>	
	<b>2003-04</b>	<b>2004-05</b>
Assembly Operations	6,480	6,359
Expenditures on Behalf of Members	4,652	4,920
Support to Independent Officers of the Legislative Assembly	1,857	1,250
<b>TOTAL</b>	<b>12,989</b>	<b>12,529</b>

### Assembly Operations

This line of business supports the primary purpose of the Assembly - a functional legislative process. We work to ensure that the business of the House is conducted in compliance with the *Rules of the Legislative Assembly*, the *Legislative Assembly and Executive Council Act* and certain statutory requirements of the *Nunavut Act*. We provide support to the Office of the Speaker and Members in the Chamber, Committees, Caucuses and Constituencies.

The Standing and Special Committees of the Legislative Assembly fulfill important functions in the legislative process. The review of legislation ensures that Bills receive the necessary scrutiny and amendment before becoming law. Public hearings provide an opportunity for interested individuals and stakeholders to express their views and concerns.

Committees perform an oversight function with respect to departmental activities, and can undertake detailed examinations of different subject areas. Caucus meetings allow Members to address matters related to the scheduling of House business, as well as other issues that arise. In constituencies, Members are a direct link between Nunavummiut and their government. Members advocate for the needs of their communities, and articulate the concerns and aspirations of their constituents.

### Objectives

- To provide quality support to the Management and Services Board, the Speaker and Members of the Assembly in the conduct of their duties as Nunavut's elected representatives;
- To ensure that the legislative process is conducted in accordance with our statutory and procedural authorities; and
- To provide the public with information regarding House and Committee proceedings.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Session Administration</b>		1,400	1,400
<ul style="list-style-type: none"> <li>• The production of Hansard;</li> <li>• The organization and delivery of a public forum for the approval of Bills before becoming law;</li> <li>• The provision of the services of the Law Clerk and Parliamentary Counsel; and</li> <li>• The provision of translation and interpretation services for Chamber and Caucus proceedings.</li> </ul>			
<b>Standing and Special Committee Administration</b>		1,000	1,000
<ul style="list-style-type: none"> <li>• The review of legislation to ensure that Bills receive the necessary scrutiny and amendment before becoming law;</li> <li>• The provision of translation and interpretation services for Standing and Special Committee proceedings; and</li> <li>• The organization and delivery of public hearings and community consultations.</li> </ul>			
<b>Office of the Clerk and Deputy Clerk</b>		897	952
<ul style="list-style-type: none"> <li>• The provision of advice and support to the Speaker, Members, Caucus and Committee chairs on matters of parliamentary procedure and privilege;</li> <li>• The maintenance of the papers and records of the Legislative Assembly;</li> <li>• The protection of the dignity and decorum of the House by the Sergeant-at-Arms; and</li> <li>• The provision of a safe, aesthetically pleasing and culturally appropriate working environment for Members and Assembly employees.</li> </ul>			
<b>Research and Library Services</b>		835	769
<ul style="list-style-type: none"> <li>• The provision of research services for individual Members, Standing and Special Committees and the Office of the Clerk;</li> <li>• The preparation of Committee correspondence, reports, news releases and other documents;</li> <li>• The preparation of correspondence, reports and other documents for the Office of the Legislative Assembly;</li> <li>• The co-ordination, with the Office of the Clerk, of Committee and Caucus scheduling and operations; and</li> <li>• The provision of the information and reference services of the Nunavut Legislative Library to Members, Assembly staff, GN departments and other clients.</li> </ul>			



<b>Corporate Services</b>	1,913	1,908
<ul style="list-style-type: none"> <li>• The administration of the financial management and human resources functions of the Office of the Legislative Assembly;</li> <li>• The administration of Members' indemnities, allowances and benefits;</li> <li>• The administration of allowances for retired and/or former Members;</li> <li>• The delivery of specialized Members' services in the area of constituency office operations, sessional and committee travel support;</li> <li>• The management of the Assembly precinct and tangible assets;</li> <li>• The provision of information technology support to the employees of the Office of the Legislative Assembly, Members' constituency offices and Regular Members' capital offices; and</li> <li>• The provision of training to Members' constituency assistants in Legislative Assembly policies and procedures;</li> </ul>		
<b>Public Affairs</b>	100	120
<ul style="list-style-type: none"> <li>• The development and maintenance of the Assembly's website;</li> <li>• The promotion of the Legislative Assembly through the public tour program, and production of information materials and brochures;</li> <li>• The planning and delivery of special events, ceremonies and openings;</li> <li>• The co-ordination of the Assembly's art collection development strategy; and</li> <li>• Liaison with northern and national media.</li> </ul>		
<b>Office of the Speaker</b>	335	210
<ul style="list-style-type: none"> <li>• Support to the Office of the Speaker in the execution of the office-holder's duties as official representative of the Legislative Assembly and Chair of the Management and Services Board; and</li> <li>• Support to the Office of the Speaker with respect to Nunavut's participation in national and international events of the Commonwealth Parliamentary Association.</li> </ul>		
<b>Total, Assembly Operations</b>	<b>6,480</b>	<b>6,359</b>

**Priorities (2003-04)**

- Effect continuous improvement to the quality of Hansard;  
**Status:** *Turn-around time for delivery of Hansard Blues consistently within 12-24 hours of adjournment of proceedings.*
- Be prepared to conduct decentralized sittings of the Legislative Assembly at the direction of Caucus;  
**Status:** *Decentralized sitting successfully held in Baker Lake in June 2003.*

- Develop comprehensive orientation program for Members of the Second Assembly;  
**Status:** *Program developed and scheduled to be implemented in March 2004.*
- Provide ongoing support to the activities of Standing and Special Committees;  
**Status:** *Standing and Special Committees fully active during 2003-04.*
- Continue to catalogue the collection of the Legislative Library, including Inuktitut holdings; develop and enhance the Legislative Library's web-based catalogue;  
**Status:** *Approximately 450 holdings catalogued during 2003-04. Progress made in co-operation with GN and NAC partners regarding automated library system project management.*
- Continue to work towards full staffing of Assembly positions in compliance with the Inuit Employment Plan and Strategy, (IEP);  
**Status:** *As of December 31, 2003, 79% of positions filled; 46% by beneficiaries.*
- Increase capacity of the Assembly to deliver services to Members in the language of their choice;  
**Status:** *Comprehensive translations of materials for House sittings and Committee meetings undertaken. Simultaneous interpretation services provided upon request. All divisions of the Office of the Legislative Assembly have bilingual staff.*
- Participate in the development of websites for the Assembly's independent officers;  
**Status:** *Websites for the Integrity Commissioner of Nunavut and Elections Nunavut now active.*
- Enhance the Assembly's computer network with respect to communications between Members' constituency and capital offices;  
**Status:** *New Legislative Assembly network and Intranet operational.*
- Upgrade the Assembly's audio/visual suite of equipment.  
**Status:** *Equipment successfully upgraded.*

**Priorities (2004-05)**

- Manage the transition from the First to the Second Legislative Assembly, including establishment of Committee structure;
- Conduct comprehensive orientation and training programs for newly-elected Members and constituency assistants;
- Hold sittings of the Assembly and its Committees at the direction of Members;
- Conclude Request For Proposal (RFP) processes for the Assembly's major ongoing contracts for the Second Assembly, including Hansard services;
- Host two parliamentary conferences in Nunavut with national and international participants: Parliamentary Visitor Services Association and Professional Development Seminar of the Clerks-at-the-Table Association;
- Launch redesigned Assembly website; and
- Continue to effect enhancements to the Legislative Assembly precinct.

**Expenditures on Behalf of Members**

Nunavut's *Legislative Assembly and Executive Council Act* provides for a transparent system of remuneration for Members. It also provides for the necessary resources to be made available for the engagement of Members' constituency assistants and the operation of their constituency offices. The *Legislative Assembly Retiring Allowances Act* and *Supplementary Retiring Allowances Act* is legislation that also falls under the jurisdiction of the Legislative Assembly.

**Objectives**

- To administer the indemnities, allowances and benefits that are provided for by our legislative authorities; and
- To ensure that the necessary resources are made available for Members' constituency operations.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Indemnity, Allowance and Constituency Administration</b>		4,652	4,920
<ul style="list-style-type: none"> <li>• Administer the payment of all indemnities, allowances and benefits due to Members;</li> <li>• Administer the payment of all Members' constituency work expense claims and constituency assistant-related expenditures;</li> <li>• Administer leasing and payment for all constituency offices;</li> <li>• Administer the system of retiring allowances provided to Members; and</li> </ul>			

- Prepare, in co-operation with the Department of Justice, all regulations made by the Speaker on the approval of the Management and Services Board pursuant to the *Legislative Assembly and Executive Council Act* with respect to indemnities, allowances and benefits for Members.

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<b>Total, Expenditures on Behalf of Members</b>	<b>4,652</b>	<b>4,920</b>
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#### **Priorities (2003-04)**

- Improve capacity of staff to provide support and assistance in the language of Members' choice;  
**Status:** *Bilingual divisional staff available to assist Members.*
- Prepare for transition to the Second Assembly with respect to benefits due to outgoing and incoming Members;  
**Status:** *Ongoing.*
- Table all annual reports in compliance with the law.  
**Status:** *All tabling requirements met.*

#### **Priorities (2004-05)**

- Meet all statutory tabling requirements for annual reports required under the Legislative Assembly and Executive Council Act and other statutes; and
- Ensure the successful completion of the transition between the First and Second Assemblies with respect to Members' indemnities, allowances and benefits.

### **Support to Independent Officers of the Legislative Assembly**

The Legislative Assembly recommends to the Commissioner the appointment of four independent officers:

- 1) The Integrity Commissioner, pursuant to the *Integrity Act*;
- 2) The Information and Privacy Commissioner, pursuant to the *Access to Information and Protection of Privacy Act*;
- 3) The Languages Commissioner, pursuant to the *Official Languages Act*; and
- 4) The Chief Electoral Officer, pursuant to the *Elections Act*.

The budgets for the operation of these independent offices are provided through the annual appropriations of the Legislative Assembly. Independent officers are generally required to report to the Legislative Assembly on an annual basis. We work to support these offices, in varying degrees, to ensure the smooth functioning of their day-to-day activities and the successful completion of a variety of special projects, while ensuring that their independence is not violated. The first terms of office for these positions

expire at various times over the next few years. In addition, the Auditor General of Canada reports annually to the Legislative Assembly.

### Objectives

- To provide support to the independent officers of the Legislative Assembly;
- To ensure that their annual reports are tabled in the Legislative Assembly; and
- To facilitate appearances of independent officers before Committees of the Legislative Assembly.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Support to Information &amp; Privacy, Languages and Integrity Commissioners</b>		657	650
<b>Support to the Chief Electoral Officer</b>		1,200	600
<ul style="list-style-type: none"> <li>• Support the offices in the development and administration of their annual budgets;</li> <li>• Facilitate the translation and production of a number of their annual reports and other documents;</li> <li>• Collaborate in the development of websites and other initiatives; and</li> <li>• Collaborate in the development of legislative initiatives that fall under the jurisdiction of the Legislative Assembly.</li> </ul>			
<b>Total, Support to Independent Officers of the LA</b>		<b>1,857</b>	<b>1,250</b>

### Priorities (2003-04)

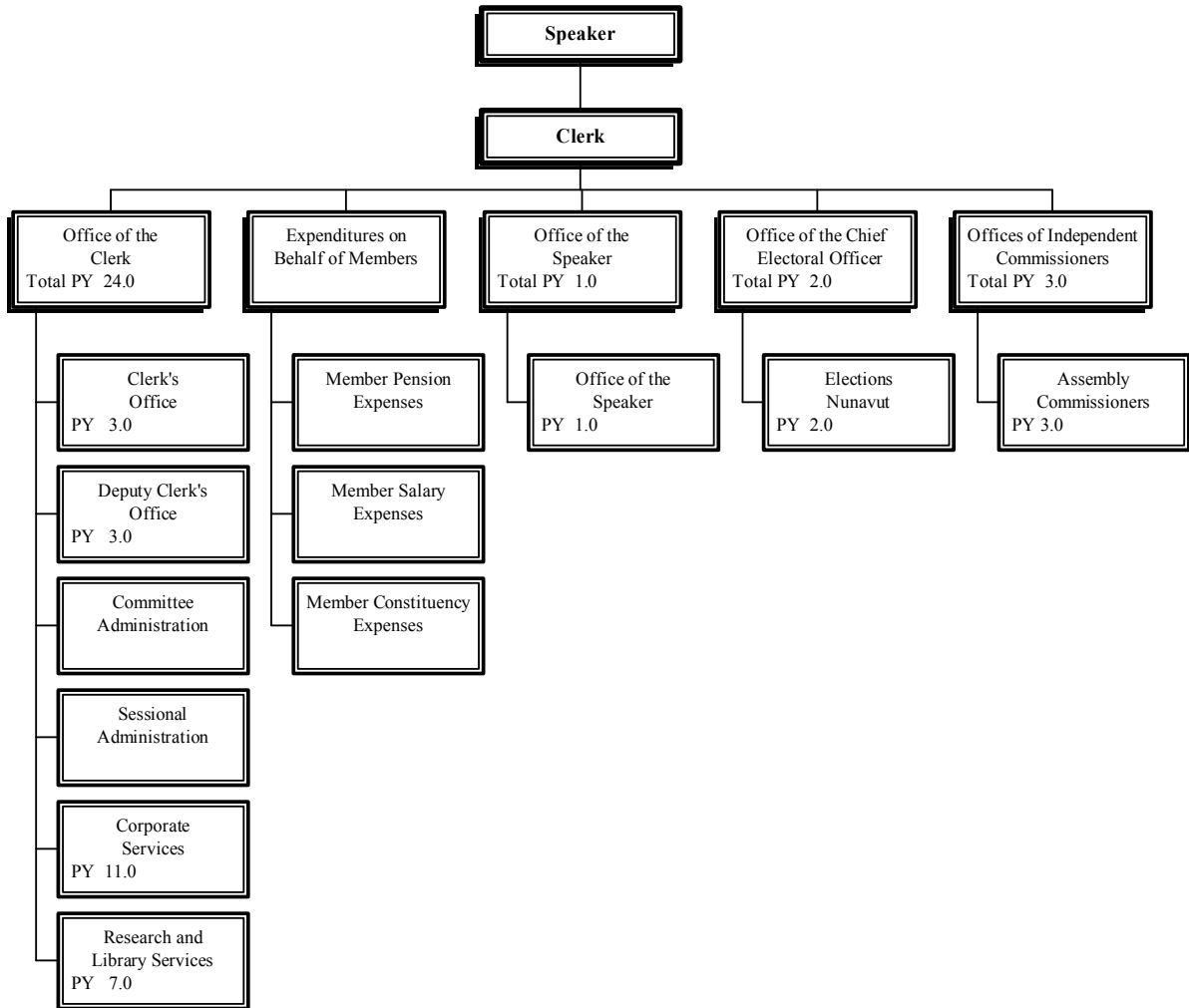
- Work closely with Elections Nunavut on matters related to the transition to the Second Assembly;  
**Status:** *Ongoing.*
- Begin work to initiate selection process for those officers whose terms expire in the next 12 to 24 months;  
**Status:** *Options developed for the consideration of the Members of the Second Legislative Assembly.*
- Organize the annual appearances of independent officers before Standing Committees of the Legislative Assembly.  
**Status:** *The Languages Commissioner, Information and Privacy Commissioner and the Auditor General all made public appearances before Standing Committees during 2003.*

**Priorities (2004-05)**

- Organize the annual appearances of independent officers before Standing Committees of the Legislative Assembly;
- Undertake selection process for those officers whose terms expire during year 2004-05; and
- Be prepared to assist the Office of the Chief Electoral Officer in the establishment of a Boundaries Commission.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	30.0
Vote 4/5 PYs	0.0
Revolving Fund PYs	0.0
<b>TOTAL PYs</b>	<b>30.0</b>

## **Departmental Roles**

### **Office of the Clerk**

The Office of the Clerk provides for the administration of Members' indemnities, allowances, benefits and constituency expenses. It administers the budgets for holding Sessions of the Legislative Assembly, as well as for Standing and Special Committee work. The Clerk's Office provides support services in the areas of research, the Nunavut Legislative Library, public affairs and corporate services.

### **Office of the Speaker**

The Speaker is elected by the Members to preside over proceedings in the House and enforce the rules of the Legislative Assembly. As Chair of the Management and Services Board, the Speaker is responsible for developing policies with respect to the overall control and operation of the Office of the Legislative Assembly. The Speaker is the official representative of the Legislative Assembly at national and international events. The Financial Administration Act provides for the Speaker to attend meetings of the Financial Management Board when matters related to the budget of the Legislative Assembly are under consideration.

### **Expenditures on Behalf of Members**

This branch area provides for the administration of Members' indemnities, allowances and benefits. It also provides for the necessary resources to be made available for the engagement of Members' constituency assistants and the operation of their constituency offices.

### **Office of the Chief Electoral Officer**

The Office of the Chief Electoral Officer provides for the administration of Elections Nunavut in the planning and conduct of general elections and by-elections in the territory.

### **Offices of Independent Commissioners**

The Office of the Legislative Assembly provides certain administrative support services to the Integrity Commissioner, the Information and Privacy Commissioner and the Languages Commissioner. These three independent officers report directly to the Legislative Assembly as a whole.



### Financial Summary

Branch	2003 - 2004		2004 - 2005	
	Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs
<b>OFFICE OF THE CLERK</b>				
Salary	2,390	27.0	2,279	24.0
Grants & Contributions	0		0	
Other O&M	3,755		3,870	
<b>Subtotal</b>	<b>6,145</b>		<b>6,149</b>	
<b>EXPENDITURES ON BEHALF OF MEMBERS</b>				
Salary	2,546		2,780	
Grants & Contributions	0		0	
Other O&M	2,106		2,140	
<b>Subtotal</b>	<b>4,652</b>		<b>4,920</b>	
<b>OFFICE OF THE SPEAKER</b>				
Salary	175	1.0	150	1.0
Grants & Contributions	0		0	
Other O&M	160		60	
<b>Subtotal</b>	<b>335</b>		<b>210</b>	
<b>OFFICE OF THE CHIEF ELECTORAL OFFICER</b>				
Salary	400	5.0	300	2.0
Grants & Contributions	0		0	
Other O&M	800		300	
<b>Subtotal</b>	<b>1,200</b>		<b>600</b>	
<b>OFFICE OF INDEPENDENT COMMISSIONERS</b>				
Salary	407	3.0	400	3.0
Grants & Contributions	0		0	
Other O&M	250		250	
<b>Subtotal</b>	<b>657</b>		<b>650</b>	
<b>TOTAL</b>	<b>12,989</b>	<b>36.0</b>	<b>12,529</b>	<b>30.0</b>

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## INTRODUCTION

The Nunavut Housing Corporation (the Corporation) is a public agency of the Government of Nunavut (GN), created through the Nunavut Legislature by the *Nunavut Housing Corporation Act*. As such an agency, the Corporation is at arms-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 Corporation reports to the Legislative Assembly, Executive Council and Nunavummiut through its President and the Minister responsible for the Nunavut Housing Corporation. This approach allows the Minister to maximize the effectiveness of the Corporation for the present and future benefit of Nunavummiut.

The advantages to a stand-alone Corporation include:

- The ability to enter into funding partnerships with others, principally the Canada Mortgage and Housing Corporation (CMHC), outside of the GN's financial structure. This means that Nunavut's transfer payments from the federal government are not affected by the funding the Corporation receives;
- The ability to carry over funds from one year to the next, ensuring that funds from all sources designated for housing initiatives remain dedicated to housing solutions; and,
- The creation of an entity that is specifically focused on meeting housing challenges 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.*

### Our Principles and Values

The Nunavut Housing Corporation believes in and strives for:

- Placing “human capital” – its employees, Local Housing Organization (LHO) partners, tenants and clients – first when targeting housing solutions for Nunavummiut;

- Recognizing the contribution NHC and LHO staff make to housing in Nunavut and providing them with the proper work environment and tools to enable them to maximize that contribution;
- Making a positive impact on the quality and affordability of housing;
- Quality of advice, assistance and support to LHO's, other client organizations and agencies, and individuals;
- Quality of property management services for Nunavut's Public and Staff Housing Programs;
- Ensuring housing services and support are provided in an equitable manner;
- Use of Inuit Qaujimajatuqangit (IQ) in Corporation decision-making;
- Building constructive relationships with other governments, agencies, departments, and both community and Aboriginal organizations.

## **Inuit Qaujimajatuqangit**

The NHC has taken many forward steps toward an integrated IQ approach to daily business, and plans to expand its efforts in 2004/2005.

### **Housing Design**

The NHC recognizes that for housing units to be appropriate in Nunavut, their designs must support traditional activities and lifeways. In 2004/2005, the NHC will continue to meet with elders and other local stakeholders to identify priority aspects of housing design from an IQ perspective. For example, following up on successful consultations with elders in Arviat, additional meetings are planned with Qikiqtaaluk and Kitikmeot elders in 2004. The NHC will also continue to encourage northern and Nunavut-specific research initiatives and pilot projects as a complement to local input on housing design.

The NHC also recognizes the need for accessible housing designs, and will continue to encourage communities to identify barrier-free unit requirements and other accessibility issues, as well as to provide project assistance whenever possible. In addition, the "Senior's Four-Plex" design – which features four barrier-free units connected by an interior corridor to facilitate social interaction – will continue to be offered as an option for new public housing construction.

### **Program Features**

The NHC is committed to creating and modifying its programs in accordance with IQ, and in close cooperation with our community partners, the LHO's. For example, the LHO's played a key role in reviewing and revising the public housing rent scale to better support families, elders and students. Over the coming year, the feedback of local people will continue to be instrumental in making housing services – including homeownership and staff housing programs – more culturally appropriate. In addition,

the NHC will be working with the Canada Mortgage and Housing Corporation to ensure accessible and energy efficient components are included in units built under the upcoming Social Housing in Nunavut Initiative (SHINI).

### **Corporation Decision-Making**

The NHC takes a grassroots approach to the incorporation of IQ in Corporation decision-making. A key example is the Building Connections in Nunavut (BCIN) initiative. Since 2002, the NHC has been working with diverse housing stakeholders, including community members, to gather input on housing issues and to begin to map a long-term strategy for housing in Nunavut. A draft strategy will be taken to communities in 2004 to ensure that local feedback is the foundation of any long-term housing plan. Focus group discussions with elders, community leaders and youth will be held in all 25 communities.

### **Daily Business**

The NHC's five main offices incorporate IQ into their daily business in diverse, flexible, and locally based ways. This approach will be continued in 2004/2005 as NHC staff work to meet Nunavut's housing challenges. As a Corporation-wide initiative, the NHC will be building on its already strong record of service provision in the client's language-of-choice by exploring and implementing, wherever possible, the Language Services Guidelines issued by the GN Department of Culture, Language, Elders and Youth.

### **Inuit Qaujimatjuqangit Priorities (2004-05)**

- Complete community consultations on long-term housing priorities, and integrate this feedback into the draft Nunavut Housing Strategy.
- Investigate the creation of an Elder's Advisory Council for Housing. This Council would provide the NHC with short- and long-term guidance and feedback on IQ as it relates to housing in Nunavut.
- Continue to monitor the implementation of the public housing rent scale to ensure that the improvements identified as priorities in the Minister's Task Force on Housing have been achieved. Task Force recommendations are based on consultations with Nunavummiut.
- Continue to provide capacity-building support to LHO's, the NHC's community partners, as they assist in the delivery of Corporation programs.
- Ensure that the development of programming options under the new, comprehensive Staff Housing Policy incorporates IQ through the inclusion of provisions to support families, and of measures to encourage personal and professional development through mobility and tenure options.
- To develop and implement a senior homeowner maintenance program.

## ENVIRONMENTAL SCAN

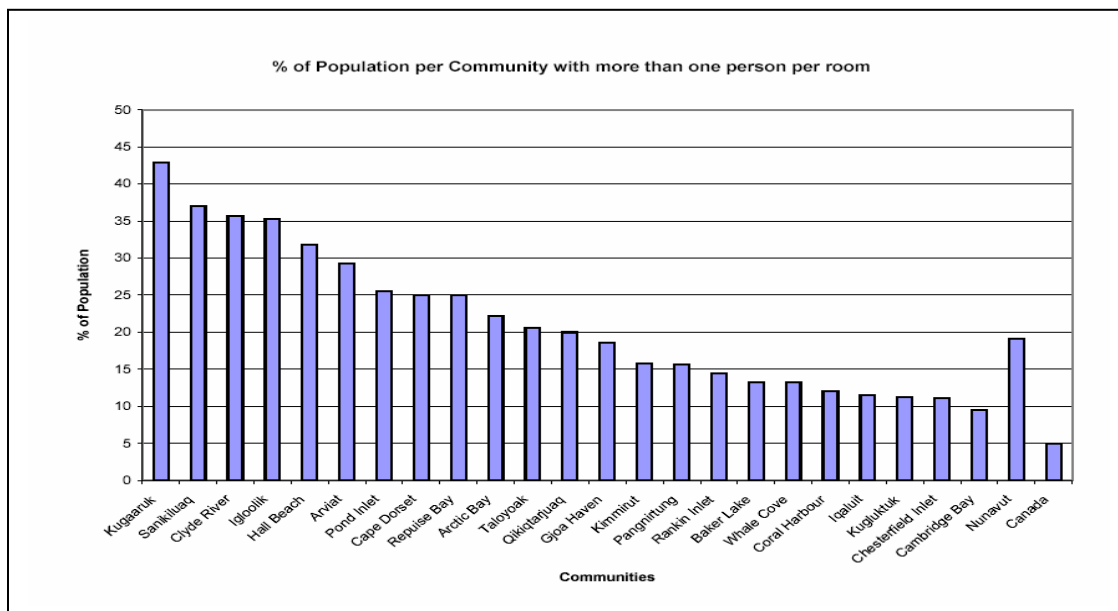
### Housing Need “By the Numbers”

By any measure, Nunavut’s housing need is staggering. Public Housing Program waiting lists continually exceed 1,000 families or about 3,800 persons; 3,000 homes are needed now to bring Nunavut on a par with the rest of Canada (or even with its territorial sisters); and, over the next twenty years, a housing infrastructure investment of more than \$1.5 billion is necessary to meet existing and emerging requirements. These acute needs together constitute a severe housing crisis, and indeed, a crisis worsening daily as the population booms and existing stock ages.

Nunavut’s profound housing challenges are situated in a remote, Arctic environment where, for many months of the year, flesh freezes in seconds, not minutes. Absolute homelessness *per force* does not exist in the territory. Instead, Nunavut’s “hidden homeless” sleep in shifts within already overcrowded homes, homes that average less than 1,000 square feet in size and that offer living space cramped by potable water tanks, washers/dryers, furnaces and hot water makers. In a territory that represents more than one-fifth of Canada’s land mass, suitable, adequate living space is a scarce resource rather than a basic right.

Overcrowding – defined within the 2001 Aboriginal Peoples Survey as more than one person per room – affects every community in Nunavut. As shown in Figure 1, half of Nunavut’s 25 communities suffer overcrowding rates of 20% or more. Nunavut, as a territory, experiences 19% crowding compared to the 5% average for the rest of Canada.

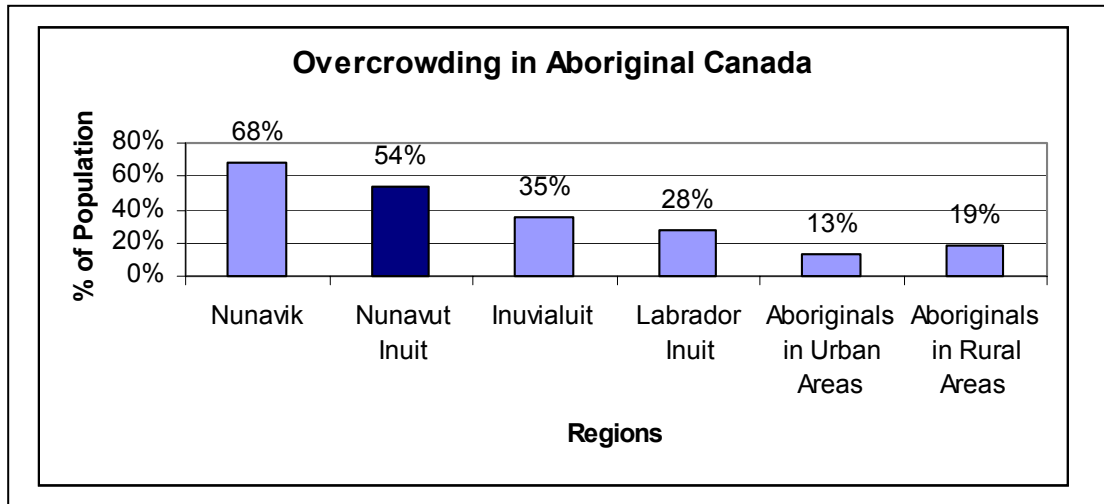
**Figure 1: Overcrowding Conditions by Community**



Source: 2001 Aboriginal Peoples Survey, Community Statistics  
 Note: Statistics were not available for the communities of Grise Fiord and Resolute Bay

Among Canada’s Aboriginal peoples, Inuit in Nunavut experience a 54% rate of overcrowding, second only to Inuit in Nunavik, who experience an overcrowding rate of 68%.

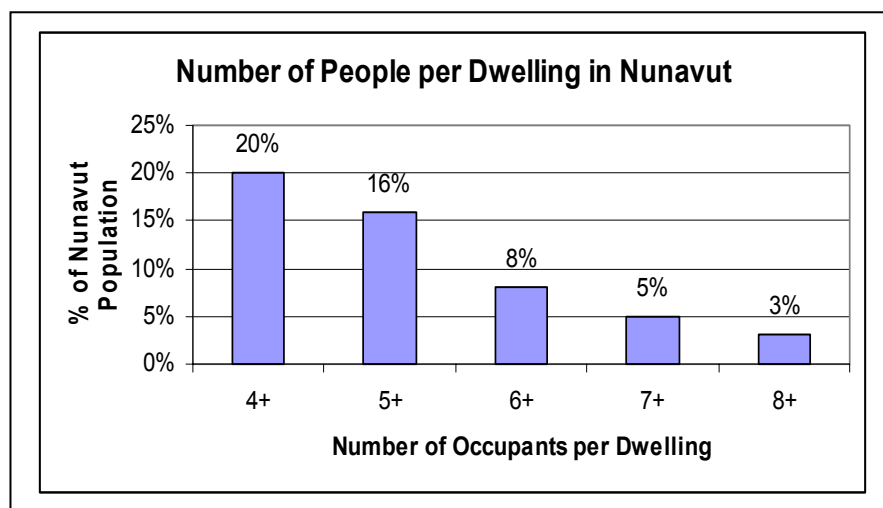
**Figure 2: Overcrowding in Canada’s Inuit Regions**



Source: 2001 Aboriginal Peoples Survey

The housing crisis in Nunavut affects all tenure types, from public housing and staff housing, to affordable rental housing and homeownership units. Despite the addition of over 300 new public housing units since 2000, the average number of persons per household in these vital units is still 3.8, with some communities averaging over 5 people per dwelling. This is particularly telling when compared to the territorial average of 3.27 people per dwelling and the Canadian average of persons per dwelling of 2.39.

**Figure 3: Number of People per Dwelling in Nunavut**



Source: Nunavut Household Survey



To understand the human impact of these statistics, local context must be considered. Average number of people per dwelling refers to the number of people in *every* dwelling, from a modest bachelor suite to a large single family dwelling. The stark reality is that over 52% of Nunavut's dwellings have more than four people living in them, and a further 32% have more than five inhabitants (Figure 3). Although statistics do not exist on unit size and overcrowding, anecdotal observations indicate that the homes with the highest numbers of occupants also have the smallest square footage, thus increasing overcrowding pressures. As an added perspective on the overcrowding situation in Nunavut, 1996 Canada Census figures indicated that the percentage of occupied dwellings with more than one person per room in Canada was 1.7%. In Nunavut the average percentage was 25.8%, with some communities as high as 38%.

In addition to severe existing demand, Nunavut also faces the reality of a huge birth rate. 2001 Canada Census information indicates that Nunavut's population increased by 8% between 1996 and 2001, with increases in some communities as high as 22%. The Nunavut Bureau of Statistics predicts the territory's population will rise from current levels of approximately 27,000 to almost 44,000 by the year 2020. Indeed, the City of Iqaluit's general plan predicts that 2,000 new housing units will be needed, in that community alone, over this same twenty-year period.

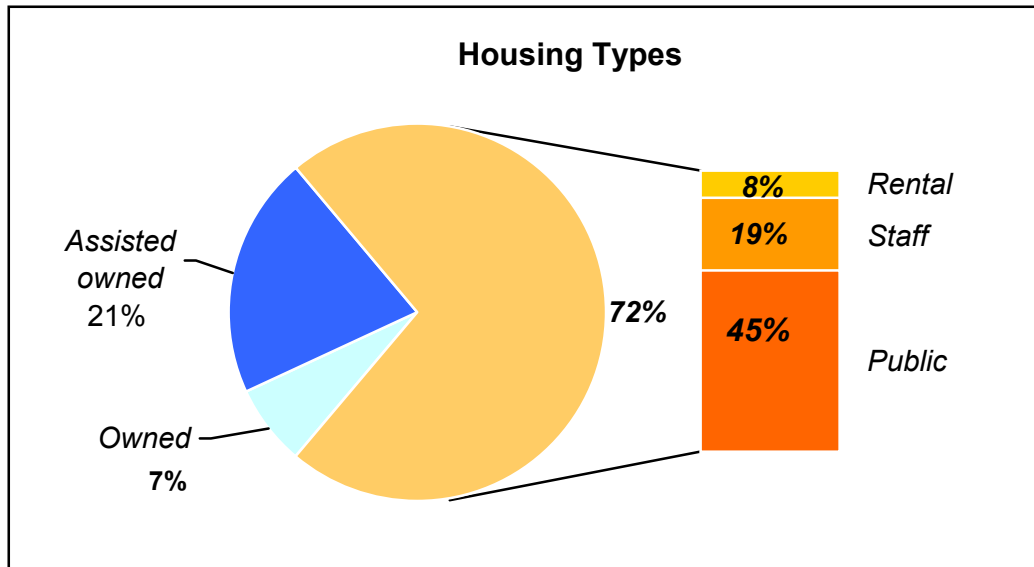
Increasing the number of homes, and improving the condition of existing homes, are crucial steps in beginning to address social problems faced by Nunavut children and families. Inadequate and overcrowded housing can contribute to social and health problems, which in turn can result in higher costs for health care, income support payments, policing and penitentiary services. Therefore, an investment in housing may result in significant reductions in the cost of health services and social assistance as community wellness improves. In addition, by addressing basic shelter, safety and security needs, proper housing will enable people to direct their energies toward education, employment, child-raising, and other important activities.

## **Dwelling Types**

Fully 45% of Nunavut's dwellings are Public Housing Program units, and tenancy in these units is 99% Inuit. In the absence of private affordable rental housing, and given the high costs of independent homeownership, public housing units are home to the majority of Nunavummiut.

Staff Housing from all employers accounts for another 19% of Nunavut's total dwelling count, while a further 21% of units have received some type of homeownership assistance under one or another of the NHC's programs. Only 7% of the dwellings in the territory were purchased privately (Figure 4). When compared to the rest of Canada, Nunavut's mix of dwelling type is notably different. Only 6% of units in the rest of Canada are of the social (public) housing type, whereas homeownership accounts for 70%, and rental, 14%.

**Figure 4: Housing Types in Nunavut**



Source: Nunavut Household Survey

## Housing Costs

According to NHC occupancy statistics, almost 54% of Nunavummiut live in the approximately 3,900 Public Housing Program units maintained by the Corporation. Together, the NHC's 3,638 owned and 262 rent supplement Public Housing units represent a total public investment of over \$441 million<sup>1</sup> in the public housing stock across the territory.

In addition to unilaterally funding the addition of about 300 new public housing units since its establishment as a Corporation in 2000<sup>2</sup>, the NHC invests about \$10 million annually in capital improvements to units. All evidence suggests that reliance on this source of affordable housing will only increase. Lack of employment and economic development opportunities, for example, contribute to keeping individual and household incomes low. 70% of public housing tenants are either on Income Support or pay only minimum rent, and thus, rental receipts from the Public Housing Program consistently offset only about a tenth of the yearly cost to manage the portfolio. These factors, together with Nunavut's lack of affordable rental housing, and the costs of private ownership in a harsh, northern environment, mean that subsidized accommodation in the form of public housing will be an ongoing and long-term need for the territory.

A new partnership announced in 2003 with Infrastructure Canada and CMHC will see at least 160 new social housing units constructed in Nunavut communities over 2004/2005 and 2005/2006. This cost-shared capital investment in social housing

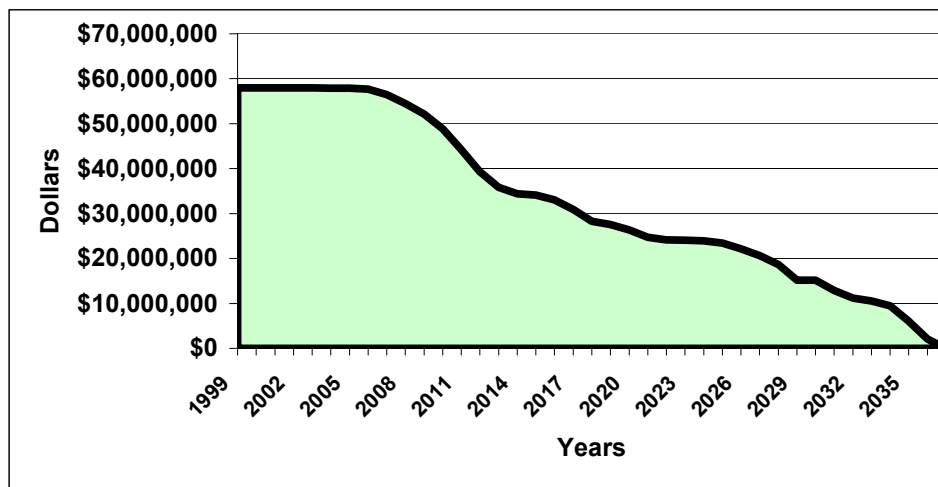
<sup>1</sup> NHC 2003 Audited Financial Statements

<sup>2</sup> Of the approximately 320 new Public Housing units added between 2000 and 2004, the federal government's capital contribution, through the 2001 Affordable Housing Program, accounted for 26 of the new units.

infrastructure is a step in the right direction, but the need for a major federal intervention into Nunavut’s housing crisis remains.

Funding from CMHC for existing social housing inventory is declining and will terminate completely in the year 2037 (Figure 5). More resources need to be dedicated to the operations and maintenance (O&M) of existing public housing, particularly in light of the fact that current block funding is fixed at 1996 levels. As a result, the buying power of these funds is being eroded annually by inflation. Fiscal 2003/2004 was the first year when funding began to decline.

**Figure 5: Future CMHC Funding for the Operation of Current Social Housing in Nunavut**



Source: Nunavut Housing Corporation  
 Note: 1996 dollars (no provision for inflation)

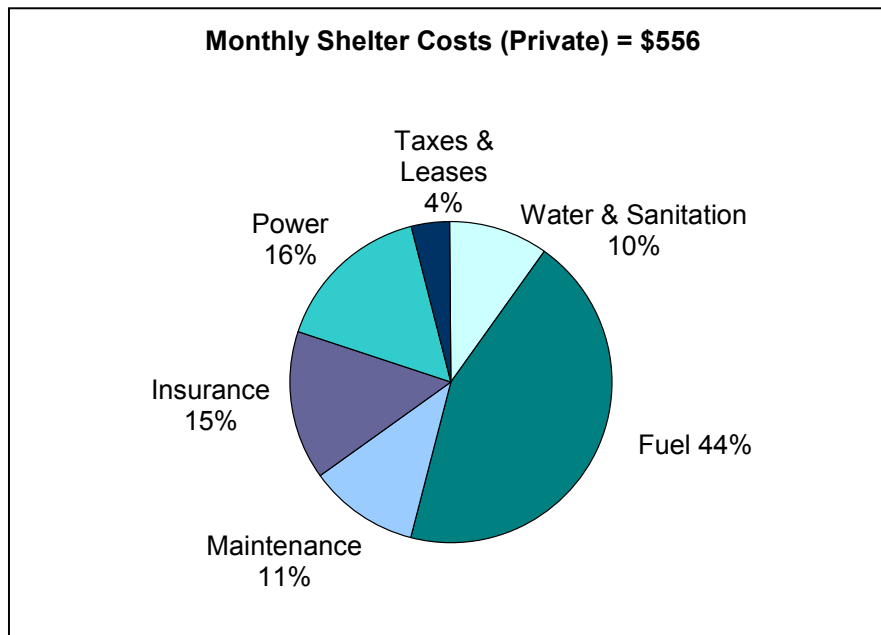
Construction costs also contribute to the rapidly increasing housing costs in Nunavut. These costs have risen in excess of 10% per year for the last several years. It is not expected that this trend will drop off in the near future for Nunavut, or indeed, for the North in general.

The staff housing stock administered by the NHC includes over 1,100<sup>3</sup> units. Of these, approximately 100 are owned by the NHC; the remainder are rent supplement. Over time, the NHC will need to address the composition of this portfolio with a view towards rebalancing its assets. However, forward steps are being taken to increase the range of housing options available to staff; in 2002 and 2003, for example, 157 condominium units were constructed in 10 Nunavut communities through the GN Staff Condominium Program. These units are currently available to staff for purchase, and unsold units are being used as Staff Housing Program rental accommodations to ensure maximum usage of this new capacity.

<sup>3</sup> NHC Unit Inventory

The NHC is committed to exploring the potential of new and existing homeownership programs to assist people who are ready to gain the advantages of independence from the subsidized Public and Staff Housing Programs. Every new homeowner either frees up a rental unit, either in the Public or Staff Housing pools, or reduces an existing home's occupancy level. Unfortunately, homeownership remains unattainable for most Nunavummiut. Ongoing payments for basic shelter components are very high in Nunavut: on average, it costs \$556 per month for fuel, water, garbage, power, insurance, maintenance and land lease fees (Figure 6). Costs are as high as \$672 in some communities. As these costs rise with inflation and over time, it will become more and more difficult for Nunavummiut to afford the cost of homeownership. As well, rental costs will need to escalate to keep pace with rising shelter costs, possibly pricing any new affordable rental housing out of the reach of most residents. These factors in turn increase reliance on the Public and Staff Housing Programs, putting ever-increasing pressure on a society already in crisis.

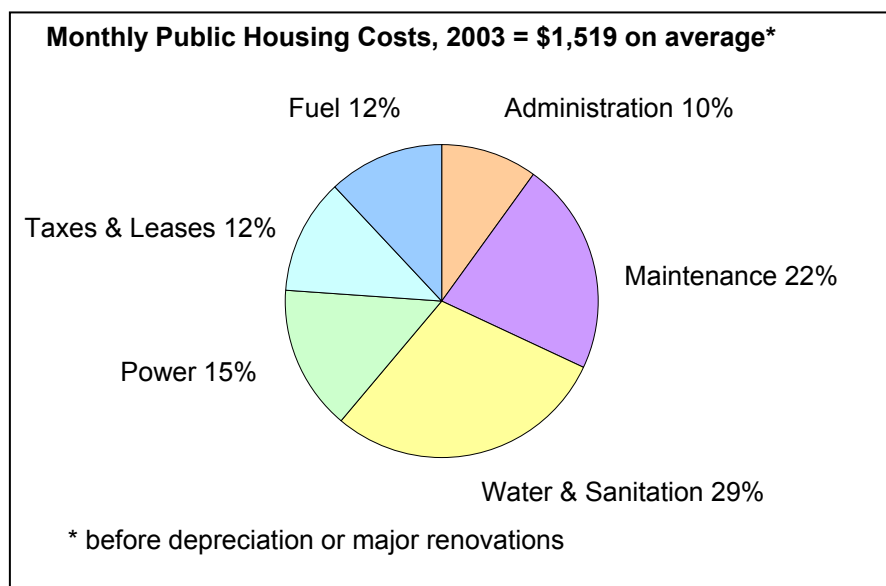
**Figure 6: Nunavut Shelter Costs**



Source: Nunavut Housing Corporation

Public Housing Program costs, principally because of “hidden subsidies” for power, water/sewerage and garbage, continue to escalate. Although the NHC has received forced growth dollars for newly constructed units, funding for existing units remains constant, pegged at 1996 levels (Figure 7). Additionally, the LHO block funding formula for administration and maintenance has not been adjusted since 1996, either for inflationary pressures or for Nunavut economic realities.

**Figure 7: Nunavut Public Housing Costs**



Source: Nunavut Housing Corporation

## Critical Issues

- An increased supply of public housing units.
- An increased supply of affordable housing for staff, which could be subsidized housing, homeownership and/or increased affordable private rental units.
- Finalization of the policies and programs for staff housing – subsidized housing rent in particular.
- Addressing the funding formula for our community partners, the Local Housing Organizations.
- Finalization of a housing strategy for Nunavut (Building Connections in Nunavut model).
- Creation/modification of existing homeownership programs to ensure that they meet the current and future needs of Nunavummiut.
- Creation of a closer linkage and strategy between health and housing, using the “continuum of care” model with a particular emphasis on homelessness and overcrowding.
- Monitoring and evaluation of the effectiveness and appropriateness of the new rent scale for public housing.
- Ongoing liaison and advocacy efforts with Nunavut Tunngavik Inc.
- Continued implementation of the 15 recommendations from the Minister’s Task Force on Housing.
- Capital construction and the GN Contracting Procedures/NNI Policy.

## **STRATEGIC LINK TO THE BATHURST MANDATE**

The NHC is committed to meeting the spirit and intent of Bathurst Mandate principles as it works to improve access to suitable, affordable and appropriate housing options in Nunavut.

### **Healthy Communities**

Healthy, self-reliant communities need ways to share their priorities and ideas with government. Maintaining strong communications linkages with housing stakeholders is important to the NHC; for example, through ongoing liaison with local partners, the Corporation is able to make improvements to programs and services in response to community needs. In addition, by providing opportunities for dialogue between national, territorial and community stakeholders, the NHC encourages free-flowing information exchange and partnerships on housing solutions. The NHC also places high priority on advocacy activities undertaken across Canada in a variety of settings; by raising awareness of our housing challenges, the NHC is seeking to increase supply and provide sustainability for housing through a special federal intervention.

### **Simplicity and Unity**

The NHC is committed to increasing the consistency, efficiency and transparency with which the GN's housing programs and services are delivered. The objective of simplicity and unity is achieved through efforts to bring GN housing "under one roof," work that began with the transfer of responsibility for staff housing from Public Works and Services to the NHC in 2002. The "Under One roof" philosophy continues to influence ongoing efforts to consolidate all GN housing services and units, currently managed by a number of different GN departments and agencies, under the NHC. In addition to these activities, the objective of simplicity and unity is met through continuing work on the new public housing rent scale, which was implemented on January 1, 2003. As feedback on this new system – developed in close cooperation with the Local Housing Organizations (LHO) – flows from communities, improvements will be made to ensure that the vital Public Housing Program is delivered fairly, consistently, and transparently.

### **Self-Reliance**

The Bathurst Mandate emphasizes the need for capacity building to enable local people to participate fully in social and economic life. The NHC supports community self-reliance through the incorporation of Nunavummi Nangminiaqtunik Ikajuuti (NNI), by both the NHC and the LHO's, in all contracts. The NHC consults with our local partners, and reviews historical data, to determine an appropriate percentage of Inuit content for communities. This ongoing process has proven beneficial, with some communities exceeding 95% Inuit content.

## **Continuing Learning**

The NHC recognizes that its staff and its LHO partners are its most important resources. To address professional capacity building, the NHC has established several initiatives to keep continuing learning at the forefront of Corporation priorities. These include a perpetual training fund and a draft Inuit Employment Plan. In addition, the objective of continuing learning is supported among the NHC's clientele through tenant and homeowner manuals, and through the one-to-one counselling that the NHC's District staff offers to help Nunavummiut succeed as homeowners and tenants, to determine their housing choices and to access government programs.

## CORE BUSINESS

The programs of the Nunavut Housing Corporation are described, below, within four business areas:

	Budget (\$000)	
	2003-04	2004-05
Advisory and Administrative Services	8,666	8,526
Public Housing	35,047	36,117
Staff Housing	33,803	34,528
Homeownership *	0	0
<b>TOTAL</b>	<b>77,516</b>	<b>79,171</b>

\* Appropriations included in the 2004/2005 Capital Estimates

### Advisory and Administrative Services

Advisory and Administrative services for the NHC are provided by a group of housing professionals. A small team of seventy persons works diligently to make the NHC an action-oriented service delivery agency. Our strength is in our dedication to delivering targeted housing solutions to all audiences: education, training and support to LHO's in the areas of administration, finance, program delivery and technical construction techniques and procedures; homeowner services in the areas of finance, life skills and technical assistance; and, coordination of housing-related lobby efforts on behalf of all Nunavummiut.

#### Objectives

- To increase coordination of housing policies and procedures in Nunavut;
- To add staffing and delivery capacity to the Nunavut Housing Corporation, the LHO's, and Nunavummiut;
- To increase the awareness and understanding of housing realities in Nunavut both in the territory and nationally.

Programs	Budget (\$000)	2003-04	2004-05
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<b>Corporate Governance</b>		357	327
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Responsible for managing the Corporation to ensure consistent application of policy, standards and procedure and program delivery throughout Nunavut.



<b>Corporate Operations</b>	1,537	1,524
Responsible for the administration of corporate policy, strategic planning and communications. Corporate Operations provides support to the Minister, the senior management team, and the regional offices.		
<b>Corporate Policy and Planning</b>	354	356
Accountable for the development and co-ordination of Corporation policies in support of the Nunavut Housing Corporation's Vision, Mission, Mandate, and Goals and Objectives. This function is also responsible and accountable for research, economic and financial planning for the Corporation.		
<b>Corporate Financial Administration</b>	1,108	1,100
Accountable for the complete management of the financial affairs of the Nunavut Housing Corporation, including safeguarding the Corporation's assets, preparing and issuing financial reports, maintaining internal financial controls, and providing training and advice.		
<b>District Program Administration</b>	1,792	1,717
Responsible for managing the delivery of homeownership and housing repair programs, assisting the Local Housing Organizations in the delivery of rental housing programs by monitoring the management/partnership agreements, and providing a high degree of support to the District. Also accountable for the management of the mortgage and homeownership portfolio, which includes financial counseling and training of clients.		
<b>District Financial Administration</b>	1,302	1,299
Fulfills a dual function in providing financial support to the District, and in monitoring, evaluating and assisting LHO's with financial matters.		
<b>District Technical Administration</b>	2,216	2,203
Provides support and training to LHO maintenance staff. This function also manages the planning, implementation and administration of all capital construction and modernization and improvement projects. In addition, the provision of technical advice to homeowners supports delivery of the homeownership programs.		
<b>Total, Advisory and Administrative Services</b>	<b>8,666</b>	<b>8,526</b>

**Priorities (2003-04)**

- Continue the Housing Strategy Committee

**Status:** *The interdepartmental Housing Strategy Committee continued to meet regularly, providing input into all housing policy.*

- Coordinate Staff Housing programs and services “Under One Roof”  
**Status:** *Continued to rationalize GN staff housing and entered into a MOU with the Workers’ Compensation Board for service delivery of their subsidized housing.*  
*Received direction from Cabinet to pursue an “Under One Roof” implementation plan for fiscal 2004/05 and beyond.*
- Coordinated approach to housing policy/framework  
**Status:** *Involved stakeholders through the Building Connections in Nunavut (BCIN) process and began planning for comprehensive community consultations regarding a housing strategy.*
- Actively participate in all discussion groups and conferences that relate to housing in Nunavut  
**Status:** *Attended many housing related fora, both in Nunavut and Canada-wide through the F/P/T process and our membership in various special interest organizations for housing in Canada.*
- Continue to review the NHC Act  
**Status:** *Reviewed the Act, but determined that changes would be minimal, if at all. The Act will be given a more thorough review as necessary in the future.*
- Continue to build the capacity of the NHC  
**Status:** *Continued to recruit vacant positions and build the capacity of the Corporation.*
- Effective management of housing expenditures to maximize positive impacts  
**Status:** *Reviewed NHC processes and procedures to ensure they were as efficient as possible.*
- Participate on committees and working groups and create strategic linkages; participate in GN-wide initiatives; continue to raise awareness of housing issues  
**Status:** *Participated on numerous GN committees, working groups and in initiatives to ensure that housing was adequately represented and understood by all stakeholders.*

#### **Priorities (2004-05)**

- Continue liaison with Nunavut Tunngavik Incorporated to develop a clear, hard-hitting business case for a federal intervention into Nunavut’s housing crisis.
- Work closely with the Department of Health and Social Services to: document the linkages between health and housing; support research on these linkages; and, develop joint initiatives to address gaps in the continuum of care.

- Update and expand information gathered in the 2001 Nunavut Household Survey by investigating options for a Nunavut Housing Needs Survey.
- Continue interdepartmental information sharing, strategic planning and dialogue through the Housing Strategy Committee.
- Work with community groups and other stakeholders to develop joint strategies to address homelessness.
- Continue to enhance the capacity of the Corporation through efforts to build a full complement of finance staff in Arviat's Headquarters office, and through ongoing monitoring of the Corporation's draft Inuit Employment Plan.

## **Public Housing**

The NHC accomplishes community-sensitive delivery of the Public Housing Program by providing financial resources, as well as ongoing professional support, to its delivery agents, the twenty-five LHO's. LHO's are responsible for the complete care of the 3,900-unit portfolio, from unit allocations and rental assessments/collections, to maintenance and repairs.

### **Objectives**

- To add staffing and delivery capacity to the Nunavut Housing Corporation, the LHO's, and Nunavummiut;
- To increase the number of adequate, suitable and affordable dwelling units in Nunavut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Leased Units – Rent Supplement</b>		7,003	7,003
262 leased public housing units throughout the territory. Provides an opportunity for the private sector to provide much needed public housing rent supplement units without the capital expenditure required for the construction of new units.			
<b>Administration and Maintenance</b>		22,700	23,053
The Administration and Maintenance component includes such items as salaries and benefits, equipment and supplies to perform both demand and preventative maintenance, travel, and training.			
<b>Utilities</b>		37,366	37,993
Covers the cost of utilities for the Public Housing Program. Utility expenses include power, fuel, water and sewerage, and garbage collection.			

<b>Taxes and Land Leases</b>	1,965	1,993
Covers the cost of taxes and land lease expenses.		
<b>Debt Recovery</b>	28,003	28,003
Remitted to CMHC to pay down the debt on the public housing portfolio, which is about \$196 million as at March 31, 2003.		
<b>Rental Revenue</b>	(5,815)	(5,815)
LHO's assess public housing rents and are responsible for their collection. Revenues collected are discounted 3% as an allowance for bad debt. The remainder is used to offset the cost of administering the Public Housing Program.		
<b>Other Revenue</b>	(56,175)	(56,113)
CMHC contributions for Social Housing and own source revenue.		
<b>Total, Public Housing</b>	<b>35,047</b>	<b>36,117</b>

**Priorities (2003-04)**

- Continue to build capacity at the community level – LHO's;
 

**Status:** *The NHC continued to focus on LHO-specific capacity-building initiatives, including on-site training. The NHC also supported those LHO's that elected to take on additional responsibilities under their maintenance management agreements with the Corporation.*
- Lobby federal government for more housing dollars;
 

**Status:** *The NHC succeeded in obtaining an agreement in principle from Infrastructure Canada for a cost-shared, capital investment into public (social) housing for Nunavut. This investment, delivered under the "Social Housing in Nunavut Initiative" (SHINI), will see at least 160 new public housing units constructed in Nunavut communities over 2004/05 and 2005/06.*
- Continue implementation of Minister's Task Force on Housing's recommendations;
 

**Status:** *In close cooperation with the LHO's, the NHC continued to monitor the implementation of the new public housing rent scale to ensure that it was meeting the needs of Nunavummiut and Recommendations 7 and 8 of the Task Force.*

*The NHC began to explore options to better support senior homeowners in response to Recommendation 10 of the Task Force.*

*The NHC continued dialogue activities through the Building Connections in Nunavut initiative, addressing Recommendation 15, and began Nunavut-wide*

*community consultations on long-term housing priorities in direct response to Recommendation 3.*

- Renovate and revitalize the current housing stock through targeted Modernization and Improvement programs.

**Status:** *Modernization and Improvement projects were undertaken in all Nunavut communities, ensuring a longer life for vital public housing units.*

### **Priorities (2004-05)**

- Work with federal counterparts to design and deliver an action plan for the implementation of the SHINI initiative.
- Revisit the LHO funding formula with a view toward providing a fair and adequate level of funding for these important community partners.

## **Staff Housing**

Through the Staff Housing Program, the NHC provides rental and homeowner units to GN staff, as well as a range of housing-related programs and services to support eligible staff. Currently, over 90% of staff housing stock is in the form of leased units, tying up the lion's share of the budget. Significant policy and procedural work will continue over the next five years as we investigate, revise and refresh virtually all areas of staff housing.

### **Objective**

- To increase the number of adequate, suitable and affordable staff dwelling units in Nunavut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2003-04</b>	<b>2004-05</b>
<b>Operations</b>		5,214	3,547
Provides the day-to-day operations for the Staff Housing Program in a decentralized environment.			
<b>Leases for Staff Housing Rental Units</b>		28,589	30,981
Representing 90% of the line of business portfolio, provides about 1,100 rental units.			
<b>Total, Staff Housing</b>		<b>33,803</b>	<b>34,528</b>

### **Priorities (2003-04)**

- Increase the Staff Housing and affordable rental and homeownership housing portfolio;

**Status:** *Construction was completed on all 157 condominium units under the GN Staff Condominium Program, and promotion and marketing of the program continued.*

*Pending the sale of units in communities outside of Iqaluit, and per Cabinet direction, the NHC began to utilize vacant condominium units as staff housing rental stock.*

- Renovate and revitalize the current housing stock through targeted Modernization and Improvement programs.

**Status:** *The NHC is currently finalizing its Modernization and Improvement requirements and will bring forward a plan to address the ongoing revitalization of its owned staff housing units during fiscal 2004/05.*

### **Priorities (2004-05)**

- Proceed with detailed research and planning on key themes identified as part of the expanded “Under One Roof” initiative.
- Continue to develop a comprehensive Staff Housing Policy.
- Report to the Financial Management Board (FMB) quarterly on condominium sales and advise the Board on how the receipts are to be used.
- Prepare a staff housing development and funding strategy by March 30, 2004 for consideration by the FMB.

## **Homeownership**

Through its Homeownership Programs and Corporation financing options, the NHC assists residents who can afford the costs of homeownership to secure and maintain their own housing. The Corporation can also provide short-term guarantees for interim financing. As well, client-counseling services are provided to homeowners. These services include, but are not limited to, consultations regarding new construction/renovation, bank financing, home budgeting and energy conservation in the home.

### **Objectives**

- To support new homeowners through down payment assistance, and to support existing homeowners through funding for vital home repair and renovation projects.

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<b>Programs</b>	<b>Appropriations included in the 2004/2005 Capital Estimates</b>
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**Nunavut Down Payment Assistance Program**

Provides a grant to be used for a down payment towards bank financing: \$15,000 for the purchase of an existing unit, \$25,000 for the construction of a new unit.

**Emergency Repair Program**

Provides financial help of up to \$15,000 to clients in existing private homes to undertake emergency repairs.

**Nunavut Home Renovation Program**

Provides financial help of up to \$33,750 to clients in existing private homes to undertake renovations.

**Senior Renovation Program**

Provides financial help of up to \$15,000 plus freight to seniors who own their homes to undertake renovations.

**Tenant-to-Owner Program**

Allows tenants who are able to assume the responsibility of homeownership to purchase their public housing unit. The NHC will replace units sold under this program within three years.

**GN Staff Condominium Program**

Creates a supply of affordable staff accommodations and offers homeownership opportunities to GN staff who are able to assume the responsibility of homeownership. Also provides assistance in the administration of Condominium Corporations.

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**Priorities (2003-04)**

- To increase the number of adequate, suitable and affordable dwelling units in Nunavut.

**Status:** *The NHC continued to deliver its suite of home repair and downpayment assistance programs to all Nunavut communities. In particular, families saw increased access to the Nunavut Downpayment Assistance*

*Program through the introduction of income limit adjustments for people with larger households.*

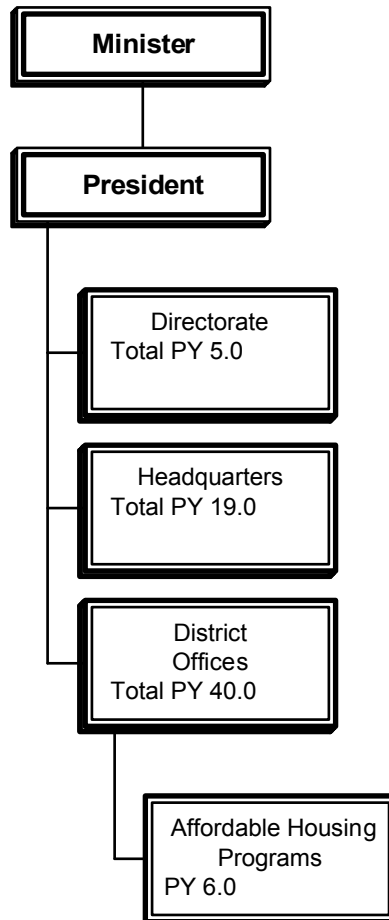
**Priorities (2004-05)**

- To revisit all home repair programs with a view toward adjusting program features to better meet the needs of Nunavummiut.
- To survey the potential homeownership client base and develop new programs to expand homeownership options for Nunavummiut.



## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	70.0
Vote 4/5 PYs	0.0
Revolving Fund PYs	0.0
<b>TOTAL PYs</b>	<b>70.0</b>

## **Departmental Roles**

### **Directorate**

The Executive is responsible for managing the Corporation to ensure consistent application of policy, standards and procedure and program delivery throughout Nunavut. It also oversees the development of long-range plans, policies, and operational guidelines on Corporate matters for the Minister responsible for the Nunavut Housing Corporation and for the Executive Council (Cabinet). As well, it ensures that programs are delivered according to the Corporation's funding agreement with Canada Mortgage and Housing Corporation (CMHC).

### **Corporate Headquarters**

Corporate Headquarters is responsible for the development of corporate policy, strategic planning and communications. Corporate Headquarters provides support to the Minister, the Corporate Executive and to the regional offices. It coordinates the preparation, monitoring and reporting of the Corporate O&M and capital budgets, administers the loan portfolio and provides accounting and treasury services. It provides support to the regions in the areas of programs, contracting, project management, design and maintenance.

### **District Offices**

Delivery of services and support to communities in programs and services is managed through the Corporation's District Offices. District Offices set regional priorities and work with LHO's and individual clients to ensure programs are being delivered to appropriate standards through monitoring and assessment. They also carry out the delivery of services when not undertaken by the local community. The District Office is responsible for ensuring the construction program is successful in their region. They are also responsible for developing a positive relationship with other government departments and agencies.

### **Local Housing Organizations (LHO's)**

The Corporation is partnered at the community level with LHO's. LHO staff perform most of the day-to-day duties associated with program delivery to individuals and families. Most LHO's are formed as independent organizations under the *Societies Act* (Housing Associations). The Iqaluit Housing Authority is formed under the Nunavut Housing Corporation Act. Some communities include the housing function within the municipality.

Relationships with the LHO's are based on operating or partnership agreements. Under the Public Housing Program, duties include allocation of housing to community residents according to need. As well, LHO's provide related administrative and

maintenance services. Several LHO's also have responsibility for parts or all of the home repair and homeownership programs. The partnership between the Corporation and the LHO is based on a cooperative investment of resources (time, funding, materials and support).

### **Amortization**

The Corporation owes CMHC approximately \$196 million for outstanding mortgages in the social housing portfolio. These mortgages will be paid out by 2037, at which time the NHC will neither be indebted to nor receive funding from CMHC under the Social Housing Agreement.

### **Investment Strategy**

Information on the investment activity of the Corporation is required in the Corporate Business Plan to comply with subsection 91(2) of the *Financial Administration Act*.

The types of investments the Corporation is restricted to are those specified in subsection 81(1) of the *Financial Administration Act*, which states:

*A public agency may invest money belonging to the public agency:*

- a. in certificates of deposit, deposit receipts, notes or other evidences of indebtedness given by a bank in consideration of deposits made with the bank;*
- b. in securities where repayment principal and interest is unconditionally guaranteed by a bank.*

The Corporation invests surplus funds in the short-term money market to generate a reasonable return and to ensure a high level of liquidity to meet daily operating requirements.

**Financial Summary**

Branch	2003 - 2004		2004 - 2005	
	Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs
<b>HEADQUARTERS</b>				
Salary	2,310	24.0	2,274	24.0
Grants & Contributions	0		0	
Other O&M	1,148		1,149	
<b>Subtotal</b>	<b>3,458</b>		<b>3,423</b>	
<b>DEBT REPAYMENT</b>				
Salary	0		0	
Grants & Contributions	0		0	
Other O&M (includes CMHC contributions*)	28,003		28,003	
<b>Subtotal</b>	<b>28,003</b>		<b>28,003</b>	
<b>DISTRICT OFFICES</b>				
Salary	3,761	40.0	3,656	40.0
Grants & Contributions	0		0	
Other O&M	1,447		1,447	
<b>Subtotal</b>	<b>5,208</b>		<b>5,103</b>	
<b>AFFORDABLE HOUSING</b>				
Salary	515	6.0	489	6.0
Grants & Contributions (includes CMHC contributions*)	63,219		64,227	
Other O&M	33,288		34,039	
<b>Subtotal</b>	<b>97,022</b>		<b>98,755</b>	
<b>TOTAL, FUNDED</b>	<b>133,691</b>		<b>135,405</b>	
* LESS CMHC CONTRIBUTIONS	56,175		56,113	
<b>TOTAL, GN-FUNDED</b>	<b>77,516</b>	<b>70.0</b>	<b>79,171</b>	<b>70.0</b>

## APPENDIX II: Bathurst Mandate Status Report

Principle	Status
<p>1.1 Open and maintain a public dialogue on housing issues, while developing and implementing immediate and long-term plans to respond to housing shortfalls as one of the two primary commitments of this government's mandate</p>	<p><b>PUBLIC DIALOGUE:</b></p> <ul style="list-style-type: none"> <li>▪ The NHC works closely with its community partners, the 25 Local Housing Organizations (LHO). By liaising daily, to exchange vital information about local needs and priorities.</li> <li>▪ The NHC encourages dialogue on housing challenges and cooperative solutions through the Building Connections in Nunavut (BCIN) initiative. Since 2002, BCIN has offered stakeholders multiple venues to discuss important housing issues and identify sustainable ways to meet housing shortfalls. Consultations on a long-term Nunavut housing strategy are currently being held in all 25 Nunavut communities (spring, 2004).</li> <li>▪ The NHC raises awareness of Nunavut's housing crisis through participation on various pan-Canadian committees, and through presentations at national and international housing conferences. The NHC's efforts to lobby for a federal intervention to address Nunavut's housing crisis are ongoing.</li> </ul> <p><b>ADDRESSING HOUSING SHORTFALLS:</b></p> <ul style="list-style-type: none"> <li>▪ The NHC has built over 300 new public housing units between 2000 and 2004.</li> <li>▪ In 2002, the NHC signed and delivered the Canada Mortgage and Housing Corporation's (CMHC) Affordable Housing Program, with a value of \$4.96 million (equal to approximately 26 units).</li> <li>▪ In 2003, the NHC agreed to cost-share the Social Housing in Nunavut Initiative (SHINI) with the federal government. Through this one-time capital program, approximately 80 new public housing units will be built in both fiscal year 2004/05, and fiscal year 2005/06.</li> <li>▪ The NHC reinvests in its existing public housing stock through Modernization and Improvement projects, which represent an annual capital contribution of about \$10 million.</li> <li>▪ When feasible, the NHC invests in pilot affordable housing initiatives that are community-driven and involve multiple stakeholders. For example, the Baker Lake Seniors' Four-Plex, completed in 2002, was the result of inter-agency cooperation between the Hamlet of Baker Lake, the NHC and CMHC.</li> <li>▪ The NHC continues to promote the GN Staff Condominium Program, through which 157 new affordable units have been constructed in ten Nunavut communities. Pending sale, and where appropriate, many of these affordable homeownership units will be used as staff housing rental units.</li> <li>▪ To expand the range of housing options available to public housing tenants, the NHC introduced the Tenant-to-Owner Program (TOP) in 2002. This program enables tenants who are ready for homeownership to purchase "their" unit. The NHC will replace units sold under this program within three years, thus refreshing current stock.</li> <li>▪ To support low-income homeowners in Nunavut, the NHC has revamped its homeowner repair programs to ensure assistance is representative of the cost of home maintenance in Nunavut, while remaining within</li> </ul>

	<p>CMHC guidelines for cost-sharing under the federal Residential Rehabilitation Assistance Programs (RRAP).</p> <ul style="list-style-type: none"> <li>▪ In 2001/2002, the NHC created a one-time fuel rebate for homeowners. Those households that were paying for their own home heating fuel, and that had low to moderate incomes, were eligible for a cheque in the amount of \$450. Over 1,360 households received this rebate cheque.</li> <li>▪ The NHC has increased access to its Nunavut Downpayment Assistance Program (NDAP) by enabling more people to qualify through family size income adjustments, introduced in 2003. In addition, the assistance amount for new construction was increased from \$15,000 to \$25,000 to stimulate the creation of new capacity.</li> </ul>
<p>1.5.1 Work with communities to: create within each department of the Government of Nunavut the ability to support community capacity building</p>	<ul style="list-style-type: none"> <li>▪ The NHC maintains ongoing partnership agreements with the LHO's for the maintenance and administration of NHC housing portfolios in communities. These partnerships are ongoing and enable the NHC to transfer more responsibility as and when LHO's indicate interest in expanded functions. For example, the NHC encourages LHO's to administer capital projects at the community level.</li> <li>▪ In 2002, the NHC requested and secured an increase in Technical and Program staffing in the Qikiqtaaluk District. These four additional front-line staff members (two of whom are beneficiary trainees) are doing much to support the development of LHO capacity by offering training and advisory services to LHO's on-site.</li> </ul>
<p>2.1 Remove, consolidate or integrate un-needed government structures</p>	<ul style="list-style-type: none"> <li>▪ On April 1, 2002, responsibility for GN staff housing was transferred from the Department of Public Works and Services to the NHC. This transfer, referred to as the "Under One Roof" initiative, brought both key housing streams under the jurisdiction of the NHC, improving administrative efficiency and increasing consistency between programs.</li> <li>▪ In keeping with the "Under One Roof" philosophy, the NHC is continuing to work toward consolidating all GN housing services and units, currently managed by a number of GN agencies and departments, under the NHC.</li> <li>▪ The NHC has revised the repayment scale for Corporation-held mortgages to make payment amounts more reflective of the cost of homeownership in Nunavut, and to increase consistency with the public housing rent scale.</li> <li>▪ The NHC is in the process of assuming responsibility for financial functions currently contracted out to the Northwest Territories Housing Corporation. This transfer process has been carefully planned to ensure that staff receive thorough training and that all necessary technologies and systems are established and tested. The transfer will result in streamlined financial operations for the NHC.</li> </ul>
<p>2.4 Write and maintain simple and understandable policies for every government department</p>	<ul style="list-style-type: none"> <li>▪ In late 2003, the first phase of a new, comprehensive Staff Housing Policy was introduced. "Phase I" included guidelines for allocations, eligibility and the assessment of tenant damages. In 2004, further work will be done to develop new and comprehensive options under "Phase II" of this policy.</li> <li>▪ A new public housing rent scale was implemented in 2003 in close consultation with the LHO's. This rent scale was developed over two years with the assistance of our local partners, and will be subject to ongoing monitoring and review. The new scale addresses key recommendations made by the Minister's Task Force on Housing, including making the system more fair and easier to understand.</li> </ul>

<p>4.8 View every element of the government budget as a potential training budget</p>	<ul style="list-style-type: none"> <li>▪ The NHC has created a perpetual \$286,000 training fund for Corporation staff and LHO staff and Board members.</li> <li>▪ The NHC accesses the expertise of volunteers who work for the Canadian Executive Service Organization (CESO), a non-profit group that sends experienced professionals from diverse backgrounds to assist in capacity-building initiatives world-wide. This cost-effective source of training and professional development has been utilized for such initiatives as BCIN.</li> </ul>
<p>4.14 Put into place strategies to develop Nunavummiut in every profession as part of a resident work force.</p>	<ul style="list-style-type: none"> <li>▪ Both the NHC and the LHO's incorporate Nunavummi Nangminiaqtunik Ikajuuti (NNI) in all contracts. The NHC consults with communities, in addition to reviewing historical data, in order to determine an appropriate percentage of Inuit content for each community. This process has proven beneficial, with some communities exceeding 95% Inuit content, and is considered ongoing.</li> <li>▪ An internal NHC working group has drafted an Inuit Employment Plan (IEP) that takes into consideration both Corporation and LHO staff. The Corporation is dedicated to the hiring and training of Article 23 beneficiaries, and to providing these individuals with advancement opportunities within the organization. The draft IEP will be monitored on an ongoing basis.</li> </ul>