

# Business Plans

*2005-2006*

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## 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 2005-2006 Main Estimates.

Each business plan is organized into five sections:

Introduction,  
Strategic Link to Pinasuaqtavut,  
Environmental Scan,  
Core Business, and  
Appendices.

The *Introduction* provides an overview of each department's mission, vision, principles and values as well as a brief description of current language initiatives.

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

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 *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 2004-2005 fiscal year and new and/or continued priorities are identified for the 2005-2006 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 2005-2006 Main Estimates, since the Estimates cannot be directly compared with the Core Business sections of the plan.

Within the Department of Executive and Intergovernmental Affairs plan, *Appendix II* has been added to provide a brief update on the decentralization initiative.

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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**Office of the  
Legislative  
Assembly**

**Business  
Plan**

*2005-2006*

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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 Pinasuaqtavut, 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.

### **Language Services**

The Office of the Legislative Assembly provides a wide range of services to Members and the public in Nunavut's official languages. When in Session, the proceedings of the House are broadcast daily on the Aboriginal People's Television Network (APTN), with the language of broadcast rotating on a daily basis. Advertisements and notices intended for the public are published in Inuktitut, Inuinnaqtun, English and French. Official Legislative Assembly publications are available in up to four languages, as appropriate. The Legislative Assembly publishes one of only four bilingual Hansards in Canada. Interpretation services are provided for all caucus and standing committee meetings, as well as public events sponsored by the Legislative Assembly.

## **STRATEGIC LINK TO PINASUAQTAVUT**

### **Inuit Qaujimagatuqangit**

Inuit Qaujimagatuqangit 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. The respected place of Elders in society is reflected by their prominence in Legislative Assembly events and their service in the Office of the Sergeant-at-Arms.

### **Healthy Communities**

The Office of the Legislative Assembly recognizes that the health of communities depends in part upon their residents being informed and engaged in the democratic process and their own governance. We strive to make the proceedings of the House accessible to the public and support the work of Members' constituency offices in their capacity as a key linkage between state and society.

### **Simplicity and Unity**

The Office of the Legislative Assembly ensures that a wide range of clear information is available to the public on the work of the Assembly and its committees. Services to Members are provided in an easily accessible and consistent manner.

### **Self-Reliance**

The Legislative Assembly of Nunavut has taken its place in the national and international parliamentary community. We support Nunavut's obligations to fully contribute to the activities of such bodies as the Commonwealth Parliamentary Association.

### **Continued Learning**

We support the efforts of both Members and employees to maximize their potential through the pursuit of educational and training opportunities. We recognize that an important component of our work is to foster among young Nunavummiut an awareness of, and interest in, the work of the Legislative Assembly. Such initiatives as the Assembly's Page Program provide unique learning opportunities for youth.

## **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.

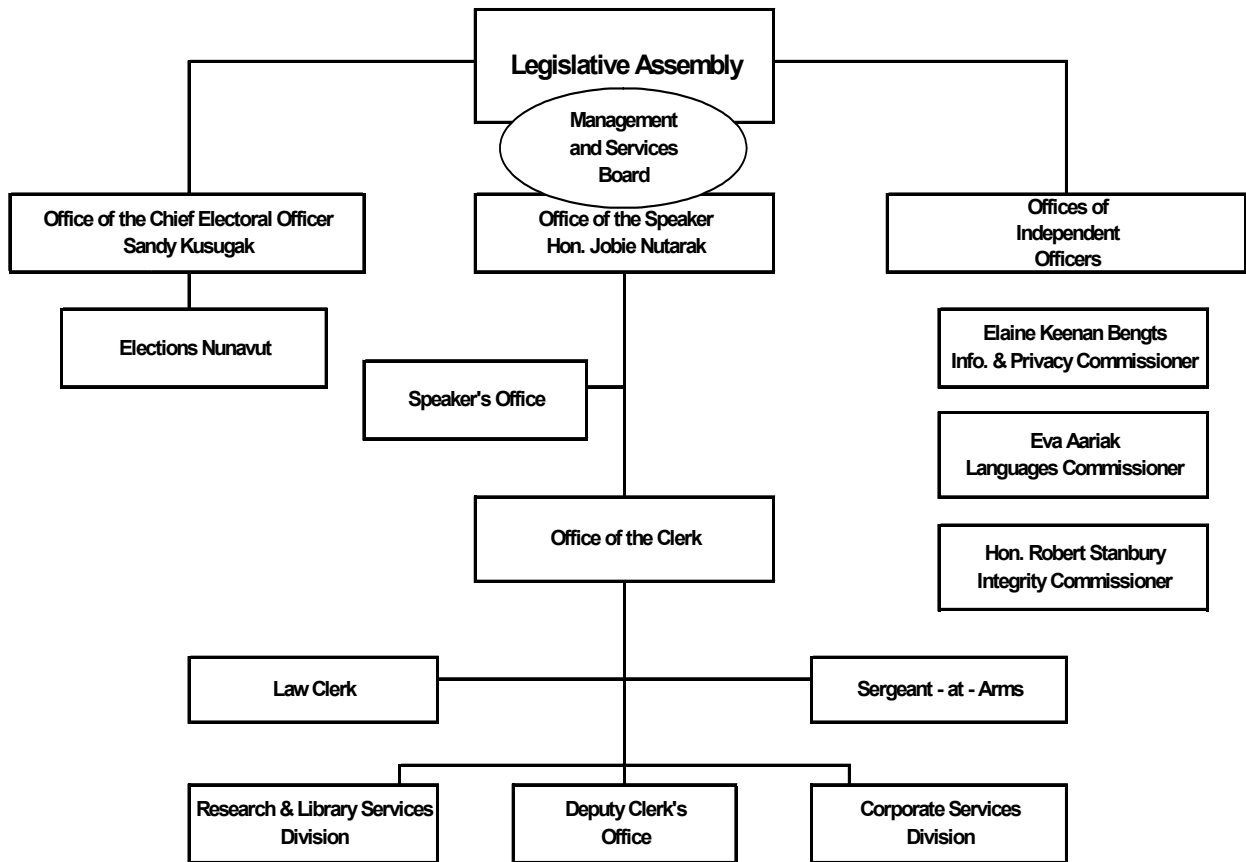
### **Public Expectations**

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.

### **Critical Issues**

- Ensuring that adequate capacity exists to meet the operational requirements of the House, Committees and Members; and
- Ensuring the provision of adequate interpretation and translation services in the conduct of House and Committee proceedings and the production of Assembly documents.

**Figure 1**  
**THE ORGANIZATION AND INDEPENDENT OFFICERS**  
**OF THE LEGISLATIVE ASSEMBLY**



## CORE BUSINESS

The programs of the Office of the Legislative Assembly are described, below, within three lines of business:

	Budget (\$000)	
	2005-06	2004-05
Assembly Operations	6,555	6,359
Expenditures on Behalf of Members	5,147	4,920
Support to Independent Officers of the Legislative Assembly	1,440	1,250
<b>TOTAL</b>	<b>13,142</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 expenditures and initiatives, 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>2005-06</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>		1,005	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>		819	769
<ul style="list-style-type: none"> <li>• The provision of research services for individual Members, the Management and Services Board, 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>	2,001	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 retiring allowances for 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>	120	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 unveilings;</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>	210	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>6,555</b>	<b>6,359</b>

**Priorities (2004-05)**

- Manage the transition from the First to the Second Legislative Assembly, including establishment of Committee structure;  
**Status:** *Completed, including the September 2004 Full Caucus Retreat.*
- Conduct comprehensive orientation and training programs for newly-elected Members and constituency assistants;  
**Status:** *Completed.*



- Hold sittings of the Assembly and its Committees at the direction of Caucus;  
**Status:** *Ongoing.*
- Conclude Request For Proposal (RFP) processes for the Assembly's major ongoing contracts for the Second Assembly, including Hansard services;  
**Status:** *Completed.*
- 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;  
**Status:** *Completed.*
- Launch redesigned Assembly website;  
**Status:** *Completed.*
- Continue to effect enhancements to the Legislative Assembly precinct;  
**Status:** *Ongoing.*

#### **Priorities (2005-06)**

- Hold sittings of the Assembly and its Committees at the direction of Caucus;
- Implement improvements to the Hansard editing process while maintaining high turnaround standards;
- Provide support to the Office of the Clerk and the Office of the Chief Electoral Officer in the establishment of an Electoral Boundaries Commission (EBC);
- Continue to effect enhancements to the Legislative Assembly precinct, including the *Legacy Wall* project; and
- Complete a number of cataloguing projects for the Legislative Library, and expand electronic access to its holdings.

#### **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>2005-06</b>	<b>2004-05</b>
<b>Indemnity, Allowance and Constituency Administration</b>		5,147	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> <li>• 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 <i>Legislative Assembly and Executive Council Act</i> with respect to indemnities, allowances and benefits for Members.</li> </ul>			
<b>Total, Expenditures on Behalf of Members</b>		<b>5,147</b>	<b>4,920</b>

**Priorities (2004-05)**

- Meet all statutory tabling requirements for annual reports required under the *Legislative Assembly and Executive Council Act* and other statutes;  
**Status:** *Requirements being met on an ongoing basis.*
- Ensure the successful completion of the transition between the First and Second Assemblies with respect to Members' indemnities, allowances and benefits;  
**Status:** *Completed.*

**Priorities (2005-06)**

- Meet all statutory tabling requirements for annual reports required under the *Legislative Assembly and Executive Council Act* and other statutes.



**Priorities (2004-05)**

- Organize the annual appearances of independent officers before Standing Committees of the Legislative Assembly;

**Status:** *Appearances held.*

- Undertake the selection process for those officers whose terms expire during the 2004-05 fiscal year;

**Status:** *Ongoing (as of October 2004. May be completed by January 2005).*

- Be prepared to assist the Office of the Chief Electoral Officer in the establishment of an Electoral Boundaries Commission (EBC);

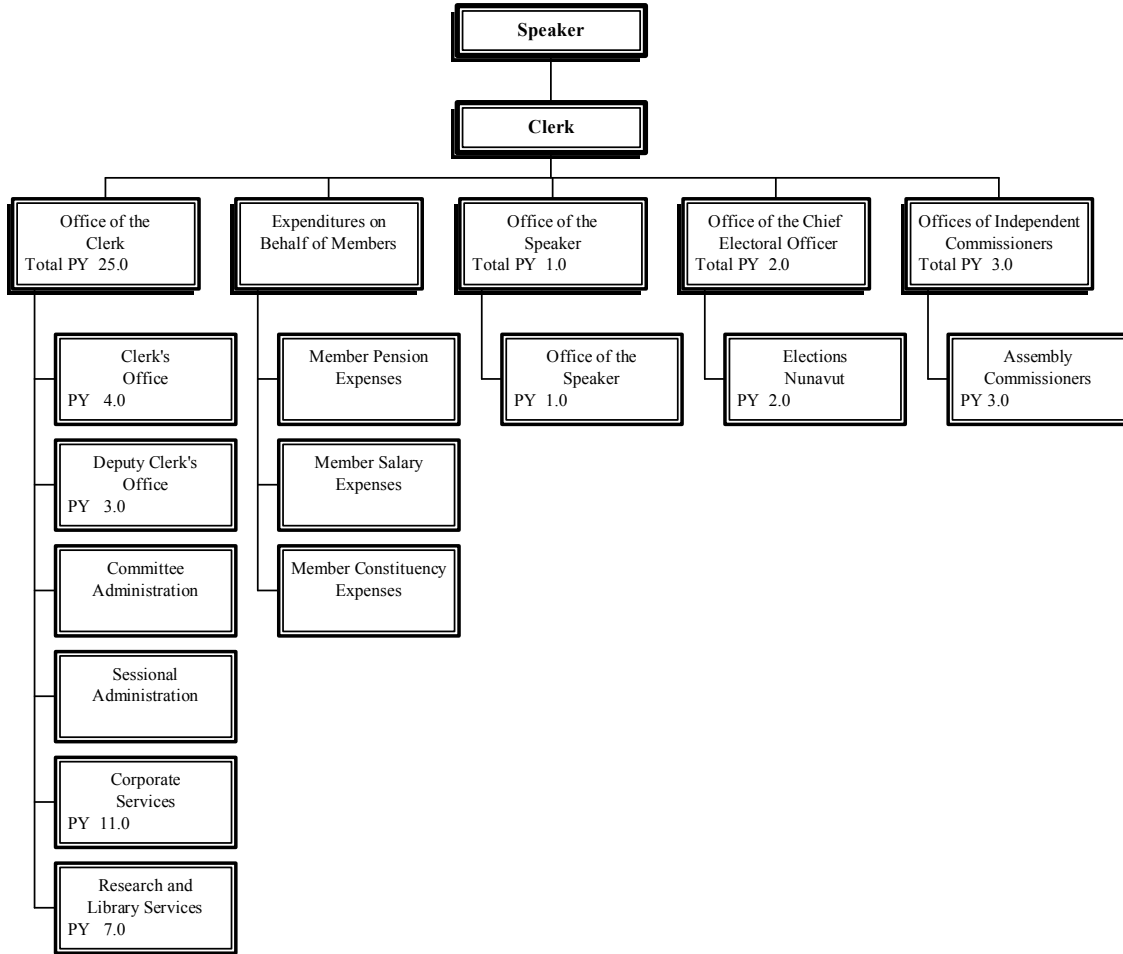
**Status:** *Caucus has announced that the EBC will be established by early 2006.*

**Priorities (2005-06)**

- Organize the annual appearances of independent officers before Standing Committees of the Legislative Assembly;
- Provide support to the Office of the Clerk and the Office of the Chief Electoral Officer in the establishment of an Electoral Boundaries Commission (EBC); and
- Assist the Office of the Chief Electoral Officer in the development of a new *Plebiscite Act*.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	31.0
Vote 4/5 PYs	0.0
Revolving Fund PYs	0.0
<b>TOTAL PYs</b>	<b>31.0</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, by-elections and plebiscites 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	2005 – 2006		2004 - 2005	
	Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs
<b>OFFICE OF THE CLERK</b>				
Salary	2,475	25.0	2,279	24.0
Grants & Contributions	0		0	
Other O&M	3,870		3,870	
<b>Subtotal</b>	<b>6,345</b>		<b>6,149</b>	
<b>EXPENDITURES ON BEHALF OF MEMBERS</b>				
Salary	2,885		2,780	
Grants & Contributions	0		0	
Other O&M	2,262		2,140	
<b>Subtotal</b>	<b>5,147</b>		<b>4,920</b>	
<b>OFFICE OF THE SPEAKER</b>				
Salary	150	1.0	150	1.0
Grants & Contributions	0		0	
Other O&M	60		60	
<b>Subtotal</b>	<b>210</b>		<b>210</b>	
<b>OFFICE OF THE CHIEF ELECTORAL OFFICER</b>				
Salary	350	2.0	300	2.0
Grants & Contributions	0		0	
Other O&M	400		300	
<b>Subtotal</b>	<b>750</b>		<b>600</b>	
<b>OFFICE OF INDEPENDENT COMMISSIONERS</b>				
Salary	420	3.0	400	3.0
Grants & Contributions	0		0	
Other O&M	270		250	
<b>Subtotal</b>	<b>690</b>		<b>650</b>	
<b>TOTAL</b>	<b>13,142</b>	<b>31.0</b>	<b>12,529</b>	<b>30.0</b>

**Department of  
Executive and  
Intergovernmental  
Affairs**

**Business  
Plan**

*2005-2006*



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## **INTRODUCTION**

The Department of Executive and Intergovernmental Affairs' main roles are to support 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**

*The Government of Nunavut meets all of its obligations under the Nunavut Land Claims Agreement and Nunavut's contributions are respected in national and international affairs.*

*Executive and Intergovernmental Affairs provides leadership and sound management support so that the government delivers its programs and services with structures and activities of government that serve needs of Nunavummiut.*

### **Our Principles and Values**

- Government legislation, policies, programs and services will support the priorities identified by Cabinet, and as set out in *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;

### **Language Initiatives**

The Department of Executive and Intergovernmental Affairs now has all voice mail messages in Inuktitut and English. It is also expected that all signage in EIA will be in all four languages (Inuktitut, Inuinnaqtun, French and English) by the end of this year. There is a designated staff person to serve the public in their choice of language. All public communication that originates in EIA are in all of Nunavut's languages. All EIA staff are encouraged to have their signature block in all of Nunavut's languages. All business cards for EIA staff are automatically printed with all of Nunavut's languages included on the card. EIA is striving to meet the language guidelines in its entirety.

## **STRATEGIC LINK TO PINASUAQTAVUT**

### **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.

Executive and Intergovernmental Affairs is committed to following the Inuit societal values in the work place as set out in Pinasuaqtavut.

### **Healthy Communities**

Executive and Intergovernmental Affairs is committed to work with departments delivering government programs and services in communities by 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**

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. EIA is committed to ensuring that programs and services that are developed by the GN are fair understandable and easy to access. Executive and Intergovernmental Affairs has been tracking, monitoring and evaluating government programs at all levels.

### **Self Reliance**

Executive and Intergovernmental Affairs will continue to monitor decentralization to ensure that it is working effectively and that employment opportunities are brought to the communities. EIA will ensure that GN follows the Nunavut Land Claims Agreement when planning and developing government programs and services. The department will support economic development as a priority by commencing negotiations with Canada for the devolution of northern resource programs.

## **Continuing Learning**

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. EIA also recognizes that respect for individuals is the basis for effective learning and a healthy workplace and that equal opportunity and equal access across Nunavut is fundamental to our success.

## **ENVIRONMENTAL SCAN**

In completing our daily tasks, we are shaping the long-term characteristics of the Government of Nunavut. We are laying the foundation for the future by setting the standards and establishing the ways that our government should deliver its programs and services.

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 further changes are identified.

Six elements of the Nunavut situation 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 improve 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**

In March 2004, Nunavut made a transition to the Second Legislative Assembly and government. This was the first transition for the public service in Nunavut and during this transition the public service continued to provide programs and services to Nunavummiut. The public service has responded to and begun to implement the priorities of the second 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 those elsewhere, must deal with an increasingly broad range of complex and difficult topics. 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.

- The public service needs to be responsive, adaptable and innovative in responding to the mandate of a new government.
- 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.
- 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.
- Identification and documentation of government systems is required to ensure that staff have the ability and knowledge to respond to various responsibilities during the growth of the public service.
- Processes need to be documented, consolidated and confirmed.
- 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.

## CORE BUSINESS

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

	Budget (\$000)	
	2005-06	2004-05
Executive	5,428	4,973
Corporate Services	697	698
Statistics	453	352
Communications, Policy, Planning and Evaluation	1,904	1,658
Intergovernmental Affairs	1,587	1,716
<b>TOTAL</b>	<b>10,069</b>	<b>9,397</b>

### Executive

Provides overall management and direction. The Executive Council, Deputy Minister is responsible for managing 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)	2005-06	2004-05
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<b>Deputy Minister / Assistant Deputy Minister</b>		859	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>		250	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>Premier's Office</b>		1,029	869
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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** 2,875 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** 196 189

The Commissioner of Nunavut is a federal appointee, similar to a provincial Lieutenant Governor. The Commissioner performs constitutional and statutory duties and assists in protocol and cultural capacities.

**Utility Rate Review Council (URRC)** 219 225

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** 5,428 4,973

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

- Support the work of the new Premier and Cabinet;

**Status:** *Developed and assembled background material on major governmental initiatives and issues, as well as options for direction from Cabinet.*

*Transition materials outlining roles and responsibilities were prepared and provided for new Ministers.*

- Assist in the development and implementation of the new government's mandate;

**Status:** *Pinasuaqtavut 2004-09 was developed in draft form for consideration by the new government. All departments participated in its development and thus are aware of Cabinet's expectations of each department.*

- Support the offices of the Premier and ministers;

**Status:** *Coordinated weekly Cabinet meetings, the Cabinet Committee on Legislation and a Cabinet 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.*

#### **Priorities (2005-06)**

- Develop internal priorities and timelines for implementation of the objectives set out in *Pinasuaqtavut 2004-09*;

- Support Crown Agency Council activities to address issues raised by the Auditor General;
- Co-ordination at the Senior Officials level of cross-departmental initiatives such as the Healthy Lifestyles Committee supporting suicide prevention initiatives. A Deputy Minister sub-committee will co-ordinate cross department land management issues arising as a result of economic development proposals;
- On-going improvement of Cabinet and its committee processes, administration, record management, and tracking process;
- Proactive administrative and logistic support for the URRC review of the first comprehensive Nunavut General Rate Application;
- Active leadership and participation in the Senior Personnel Secretariat's development and training activities.

### 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.

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<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
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<b>Access to Information</b>		163	152
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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.

**Support Services** 534 546

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. This support is also provided to the Office of the Commissioner, the Utility Rates Review Council and other initiatives mandated from time to time by Cabinet.

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**Total, Corporate Services** 697 698

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

- Expand ATIPP training/awareness to staff and public in communities;  
*Status: Formal ATIPP training sessions are offered on a semi-annually basis. The sessions cover a broad range of ATIPP topics.*
- Integrate ATIPP awareness with records management issues GN wide;  
*Status: The ATIPP manager delivers a module on ATIPP in conjunction with Records Management (ARCS) training, averaging one or more a month.*
- Update list of public bodies through regulatory amendment;  
*Status: The required amendment to the regulations to update the list of public bodies was registered June 1, 2004.*
- Continue staff training both on the job and through formal education;  
*Status: Staff training has continued with several taking part in the Nunavut Public Service Certificate Program. Several staff are also taking the Financial Management modules, plus most have completed training on various computer software programs.*
- Ensure that the transition for the new Cabinet is completed in an effective and efficient manner;  
*Status: The transition for the new Cabinet is complete and went very well with considerable cooperation between the Ministers and the department.*

#### **Priorities (2005-06)**

- Expand ATIPP staff training and incorporate public information sessions in Iqaluit and communities;
- Research the opportunity to include additional public bodies in the regulatory list of public bodies responsive to ATIPP with a view to future amendments to ATIPP regulations;
- Revisit the paramountcy provisions outlined in Bill 20 and make necessary modifications to bring a similar Bill forward in a future sitting of the house;

- Research potential amendments to the Access to Information and Protection of Privacy Act as outlined in the Information and Privacy Commissioner's reports and Standing Committee recommendations as well as amendments to update the Act and to adapt the content specifically to Nunavut;
- Publish an ATIPP directory;
- Introduce a Privacy Impact Assessment process to GN public bodies;
- Continue with staff training on the job and through formal education.

## 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.

Programs	Budget (\$000)	2005-06	2004-05
Statistics		453	352
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.			
<b>Total, Statistics</b>		<b>453</b>	<b>352</b>

### Priorities (2004-05)

- Establish a new office in Pangnirtung and hire new staff;  
**Status:** *Territorial statistician hired and is at work in Pangnirtung. Two permanent positions (Information Officer and Analyst) have been advertised. The Bureau of Statistics is now operational.*
- Conduct and disseminate results from a 2004 Nunavut Household Survey;  
**Status:** *Data collection is completed and a consultant has been hired to analyze the results of the survey and prepare a report early in 2005. Dissemination of the survey report, both electronically and in paper format, will take place in March 2005.*

- Conduct and disseminate results from a student/youth survey;  
**Status:** *Results to be disseminated early in 2005.*
- Prepare and disseminate updated community-level population estimates and projections;  
**Status:** *Work is continuing on this project with an expected release date in March 2005.*
- Release a 2004 Nunavut Statistical Profile;  
**Status:** *The profile is being scoped out for costing information and timeline clarification.*

### **Priorities (2005-06)**

- Increased dissemination activities including regular publishing of statistics on Nunavut's labour force, inflation rate, retail trade sales and Nunavut specific daily releases from Statistics Canada;
- Preparation for the 2006 Census which will occur in May 2006 (communication/public awareness activities);
- Preparation and release of a 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.
- To provide leadership within the Government of Nunavut on various interdepartmental committees.
- To provide ongoing support and evaluation for decentralization.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
<b>Communications</b>		922	858
<p>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.</p> <p>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.</p>			
<b>Policy and Planning</b>		605	509
<p>Policy and Planning 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.</p>			
<b>Decentralization</b>		50	0
<p>The decentralization unit provides ongoing support and administration of decentralization. This is accomplished through working with an interdepartmental decentralization meeting to assess costs and impacts on service delivery; identifying and resolving challenges; and planning for an improved management and empowered decentralized public service.</p>			
<b>Evaluation</b>		327	291
<p>The Evaluation section conducts program evaluations and serves as a resource to GN departments and agencies with respect to evaluation and performance measurement.</p>			
<b>Total, Communications, Policy, Planning &amp; Evaluation</b>		<b>1,904</b>	<b>1,658</b>

**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;

**Status:** *Created an interdepartmental communications committee that serves as a means to discuss communications needs and to provide a more coordinated approach to GN communications activities.*



- Ensure that GN communications materials meet the government's language services guidelines;

**Status:** *All news releases are distributed in both Inuktitut and English and an increasing number are also being distributed in Inuinnaqtun and French.*

- Conduct a client review to assess the effectiveness of EIA Communications activities;

**Status:** *Results of communications activities are informally reviewed and evaluated regularly by clients such as the Premier's Office. In most cases, the reviews have been favourable. Approaches have been adjusted where necessary based on the results of a review/evaluation.*

- Increase availability of local training to all policy staff across the GN;

**Status:** *Working with HR the Policy Division had its first course on policy offered in January 2005. It is hoped that more of these courses will be offered in Iqaluit to continue the education and up-grading of policy staff throughout the GN.*

- Establish a forum for Senior Policy Officials to develop a draft policy development agenda for the GN as support to the new mandate of government;

**Status:** *The Policy Officials Committee had its first retreat to discuss various issues concerning policy development in GN.*

- Promote the field of policy development to Nunavut post-secondary and high school students;

**Status:** *A brochure for high-school students is being developed. It is not yet completed. A workshop was given to Inuksuk High School students during their Job Fair.*

- Establish the Evaluation section in Pangnirtung;

**Status:** *The Evaluation section in Pangnirtung was fully staffed and operational by January 2005.*

- Establish a GN performance measurement program to allow for statistical evaluations in areas of importance to departments;

**Status:** *Due to the staffing just being completed in January, the GN performance measurement program has just been started.*

### **Priorities (2005-06)**

- Improve the quality of communications products by arranging and offering writing and design courses;
- Work with the interdepartmental communications committee to create strategies and approaches that will result in greater standardization of communications products;

- Review and adjust as necessary protocols for the production of communications and information and protocols on media relations;
- Implement the decentralization interdepartmental committee; and evaluate and report on the status and progress of decentralization;
- Develop the Evaluation section in Pangnirtung to become a functioning unit ready to work with other departments;
- Establish a GN performance measurement program to allow for statistical evaluations in areas of importance to departments;
- Work with Human Resources to ensure a comprehensive series of policy workshops are available and offered in Nunavut to GN employees on an ongoing basis through Human Resources;
- Continue to provide 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;
- Implement the language guidelines;
- Promote the use of Inuktitut as a working language;
- Discuss on an on going basis how to relate day to day activities in the office workplace with Inuit Qaujimajatuqangit;
- Evaluate draft government policy items in consideration of Inuit Qaujimajatuqangit;
- Produce Inuktitut recorded interviews with selected GN spokespersons for distribution to Nunavut's 25 community radio stations.

## **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 (Iqqanaijaqatigiit), 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>2005-06</b>	<b>2004-05</b>
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<b>Aboriginal Affairs</b>		192	324
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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.

<b>Circumpolar Affairs</b>		437	409
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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.

<b>Devolution</b>		50	0
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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 Minister of INAC, in partnership with NTI, will be undertaken using existing staff resources. Devolution is a major priority of the Government of Nunavut, however, until the Federal Government is ready to agree to move forward with Devolution this file will remain unfunded.

<b>Intergovernmental Affairs</b>		613	528
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The Intergovernmental Affairs branch is responsible for the management and development of government strategies, policies and initiatives relevant to federal, provincial and territorial relations.

<b>Intergovernmental Relations</b>		272	262
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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, trans-boundary, devolution negotiations and other corporate issues as assigned.

<b>Protocol</b>	18	188
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Protocol is responsible for the development of guidelines for territorial protocol and procedures to be followed at events organized by the territorial government. It is also responsible for the planning, scheduling and execution of visits by dignitaries to Nunavut.

<b>Senior Personnel Secretariat</b>	5	5
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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.

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<b>Total, Intergovernmental Affairs</b>	<b>1,587</b>	<b>1,716</b>
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#### Priorities (2004-05)

- Within a Federal/Provincial/Territorial framework, support the Premier in the advancement of Nunavut initiatives and priorities as they relate to First Ministers' meetings and meetings of the Federal/Provincial/ Territorial/Aboriginal Councils;  
*Status: Continued support for the Premier of Nunavut at various meetings including First Ministers' meetings, Western Premiers' and Northern Premiers' Council of the Federation and Meetings of Ministers Responsible for Aboriginal Affairs and F/P/T meetings.*
- Finalize strategy and policy on intergovernmental coordination;  
*Status: Intergovernmental Affairs has drafted an Intergovernmental strategy that requires Government of Nunavut departmental consultation.*
- Advance the process of devolving responsibilities for lands and resources management from the Federal Government to the Government of Nunavut;  
*Status: The Prime Minister and Minister of Indian and Northern Affairs have publicly stated their support for devolution of water, land and resources to Nunavut. Intergovernmental Affairs has entered into discussions with the DIAND to advance the government's priorities for a devolution agreement.*
- Advance Nunavut's priority with Canada for a Northern Economic Development Agreement;  
*Status: The federal government announced \$90 million over five years in new funding for economic development for the north. Territorial officials led by ED&T in consultation with NTI, are in discussions with DIAND to determine how and where that funding will be allocated.*
- Advance Nunavut's need for support in health care and funding through First Ministers' discussions;

**Status:** *At a First Ministers' Meeting in September 2004, all provinces and territories signed a new health agreement with the Government of Canada. As part of the agreement, the federal government agreed to fund Nunavut their per capita share of the Canada Health Transfer and to increase health funding to the territories totaling \$150 million over 5 years through a Territorial Health Access Fund. This is intended to offset the high cost of medical travel in the north.*

- Develop a Memorandum of Understanding with Prince Edward Island;

**Status:** *Delayed due to elections and other priorities. Being re-evaluated.*

- Facilitate the development, mobility and promotability of Senior Managers within the Nunavut Public Service;

**Status:** *New senior management appointments following the general election February 2004 emphasized Inuit employees.*

- Finalize the development of a Director Development Program that is supportive of the ADM Development Program;

**Status:** *Little progress in 03/04. Currently underway.*

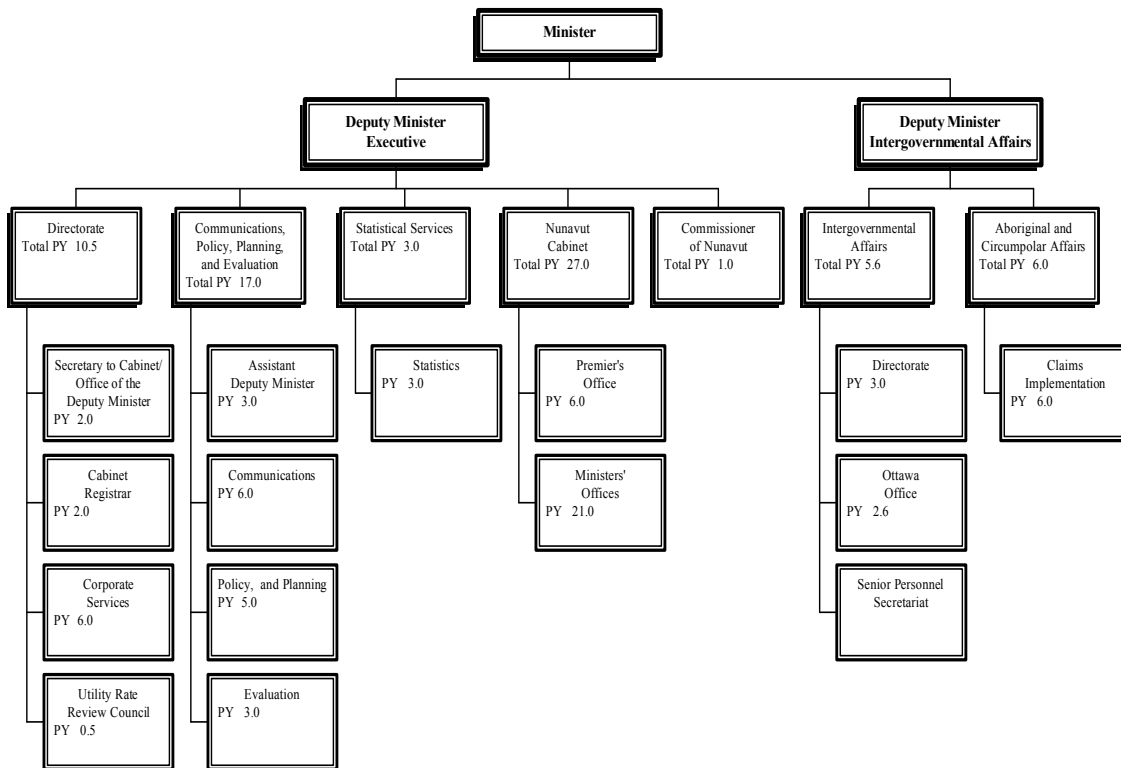
#### **Priorities (2005-06)**

- Support the Premier in the advancement of Nunavut initiatives and priorities as they relate to First Ministers' Meeting, Western and Northern Premiers' Meetings, the Council of the Federation and meetings of Federal/Provincial/Territorial Aboriginal Councils;
- Conclude an agreement for devolution with the Government of Canada;
- Conclude negotiations with the Government of Canada with respect to an Implementation Contract for the Nunavut Land Claims Agreement;
- Consult and work with the Government of Canada and territorial governments in the development of a Northern Vision;
- Continue the positive working relationship with Nunavut Tunngavik Incorporated and facilitate and develop work plan implementation of the annual priorities set out in the Iqqanaijaqatigiit Protocol;
- Facilitate and coordinate in the finalizing of an Economic Development Agreement between the Government of Canada and Nunavut;
- Consult and assist the Government of Canada in their development of an Inuit Secretariat;
- Finalize an Intergovernmental Strategy for the Government of Nunavut;
- Promote individualized and group learning programs for Assistant Deputy Ministers and other senior managers;

- Develop partnerships with external training providers (e.g., Nunavut Arctic College, Canada School of Public Service, etc.) to provide more rationalized and timely support to senior managers across the Government of Nunavut;
- In concert with the Department of Human Resources, develop a leadership strategy that addresses succession planning at the ADM and DM levels, promotes Inuit Employment, and includes the implementation of a Director Development Program.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	67.6
Vote 4/5 PYs	2.5
Revolving Fund PYs	0.0
<b>TOTAL PYs</b>	<b>70.1</b>

## **Departmental Roles**

### **Executive**

This division provides overall management and direction. The Deputy chairs the bi-weekly Deputy Minister Committee meetings, its various sub-committees and is responsible for bringing forward the cabinet agenda under the direction of the Premier. The Cabinet 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. The Executive Division also supports the work of the Utilities Rate Review Council.

### **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 Utility Rates Review Council. It also acts as a GN-wide support for access to information responsibilities and requests.

### **Statistics**

The Statistics division is responsible for development and provision of accurate and independent data to government and the general public in the area 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.

### **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 office serves the GN by participating in preparations for Intergovernmental activities such as the First Ministers', Western and Northern and Council of the Federation meetings and conferences. 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 Aboriginal and Circumpolar 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 protocol with NTI, Iqqanaijaqatigiit – Working Together.

This division also 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	2005 - 2006 Main Estimates		2004-2005 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	1,198	10.5	1,082	10.0
Grants & Contributions	0		0	
Other O&M	462		344	
<b>Subtotal</b>	<b>1,660</b>		<b>1,426</b>	
<b>COMMUNICATIONS, POLICY, PLANNING AND EVALUATION</b>				
Salary	1,741	17.0	1,400	17.0
Grants & Contributions	0		0	
Other O&M	517		589	
<b>Subtotal</b>	<b>2,258</b>		<b>1,989</b>	
<b>STATISTICAL SERVICES</b>				
Salary	342	3.0	237	3.0
Grants & Contributions	0		0	
Other O&M	111		115	
<b>Subtotal</b>	<b>453</b>		<b>352</b>	
<b>NUNAVUT CABINET</b>				
Salary	2,790	27.0	2,420	27.0
Grants & Contributions	0		0	
Other O&M	1,125		1,080	
<b>Subtotal</b>	<b>3,915</b>		<b>3,500</b>	
<b>COMMISSIONER OF NUNAVUT</b>				
Salary	96	1.0	89	1.0
Grants & Contributions	0		0	
Other O&M	100		100	
<b>Subtotal</b>	<b>196</b>		<b>189</b>	
<b>INTERGOVERNMENTAL AFFAIRS</b>				
Salary	727	5.6	818	7.5
Grants & Contributions	0		0	
Other O&M	231		390	
<b>Subtotal</b>	<b>958</b>		<b>1,208</b>	

<b>ABORIGINAL &amp; CIRCUMPOLAR AFFAIRS</b>				
Salary	416	6.0	515	6.0
Grants & Contributions	90		90	
Other O&M	123		128	
<b>Subtotal</b>	<b>629</b>		<b>733</b>	
<b>TOTAL</b>	<b>10,069</b>	<b>70.1</b>	<b>9,397</b>	<b>71.5</b>

## **APPENDIX II - Decentralization Report**

The Division of Policy, Planning and Evaluation (PP&E) in Executive and Intergovernmental Affairs provides ongoing support and administration of decentralization. This is accomplished through working with an interdepartmental decentralization committee to:

- assess costs and impacts on service delivery;
- identify and resolve challenges;
- plan for an improved management and empowered decentralized public service through ensuring adequate funding is available for travel, communications, information technology and training budgets;
- develop a schedule for the completion of the mandated moves;
- address the specific training needs of decentralized employees; and
- developing specific strategies to advance Article 23 through decentralization.

PP&E working with the Community and Government Services, the Housing Corporations and the Department of Human Resources has the mandate to ensure the decentralization plan, adopted in September 1999, is implemented in a timely and successful manner. PP&E will work with designated departmental “Operational Managers” will ensure the needs each of the decentralized offices are being met. The GN is looking at various issues that are impeding the filling of decentralized positions.

Housing continues to be a challenge. Steps have been taken to increase the supply of housing in most communities, some by using the condos available. In those communities where housing continues to be an issue, various solutions are being looked into.

The GN is also looking at office space and rectifying any discrepancies and will no longer use lack of office space an issue. Office space will be allocated as positions are filled.

PP&E is planning a second Annual Decentralization Planning and Reporting meeting for 2005 to provide an update on the state of decentralization in Nunavut.

### **Accomplishments**

- Have coordinated 429 Government of Nunavut positions to the ten decentralized communities; these positions were either relocated or are new positions created since 1999.
- Coordinated efforts with Nunavut Housing Corporation on building new staff housing in the decentralized communities.
- Coordinated efforts with Department of Public Works to ensure adequate office space.

- Coordinated efforts with Department of Human Resources on providing different options on training and recruitment.
- Evaluated the decentralization plan after two years to create for the Government recommendations on the tools required to operate in a decentralized model, see *Building Nunavut Through Decentralization*.
- No major disruption of Government programs and services during the relocation of existing positions.
- Held the first Annual Decentralization planning and reporting meeting in October 2002.

**Department of  
Finance**

**Business  
Plan**

*2005-2006*

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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.

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.

In 2005-2006, the department will continue to carefully monitor all transfer payment arrangements.

### **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 Nunavut'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 the 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 those guidelines with the concepts of 'Healthy Communities,

Simplicity and Unity, Self-Reliance and Continuing Learning' that were set out in Pinasuaqtavut:

- 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 FAA, and the Access to Information and Protection of Privacy Act.
- The 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.

### **Language Services**

The Department of Finance is committed to the promotion and use of Inuktitut. Annually, the department produces the Budget Address, Main Estimates, Capital Estimates as well as any supplementary estimates that may be required, and Business Plans in English and Inuktitut. Finance has and will continue to develop standardized financial terminology for translations. Finance is working in collaboration with the Department of Culture, Language, Elders and Youth (CLEY) on the Language Legislation Feasibility Study. Our public documents and business cards are available in Nunavut's official languages.

## **STRATEGIC LINK TO PINASUAQTAVUT**

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. The goals of the process are to make IQ initiatives clear, objective and practical. Pursuing these goals will strengthen the department and boost its image.

Finance is committed to adopting the four priorities set out in Pinasuaqtavut.

### **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 are being 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**

The department will manage Nunavut’s financial resources responsibly by acting decisively on the recommendations of the Auditor General and Standing Committees. Finance recognizes the need to strengthen financial management across government departments and Crown corporations.

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 straight-forward 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 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 will continue its commitment to the internship program. Through the training program, interns will develop the necessary financial knowledge to move into various financial positions in the department. Over time, individuals who have completed the financial training program and acquired additional working experience will be qualified to perform progressively more senior level financial roles over the course of a career in the GN.

The department has established an Accounting Certificate Program in conjunction with Algonquin College, which is being delivered in Iqaluit. This program will help improve some of the financial and accounting capacity of the GN, specifically with the internship program employees.

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.

## **ENVIRONMENTAL SCAN**

During the 2005-2006 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 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.

Finance plans to host a second session of Financial Capacity Development to stress the importance of developing and maintaining strong financial control practices. Senior staff from the GN and staff from the Office of the Auditor General of Canada (OAG) will be invited to participate in an all day session. Presentations and accompanying discussions will cover the full spectrum of financial management in government. In the 2005-2006 fiscal year, Finance will continue to 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 expenditure 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.

The GN is operating in a fiscal environment characterized by declining accumulated surpluses and increased expenditure pressures. During the first few years of operation, the GN generated a significant surplus of funds that allowed the government to invest in needed capital infrastructure and other strategic initiatives. However, virtually all of this accumulated surplus has now been eliminated. 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 transfer.

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 in Nunavut, and devolution would provide the territory with control and the opportunity to collect royalties from its natural resources.

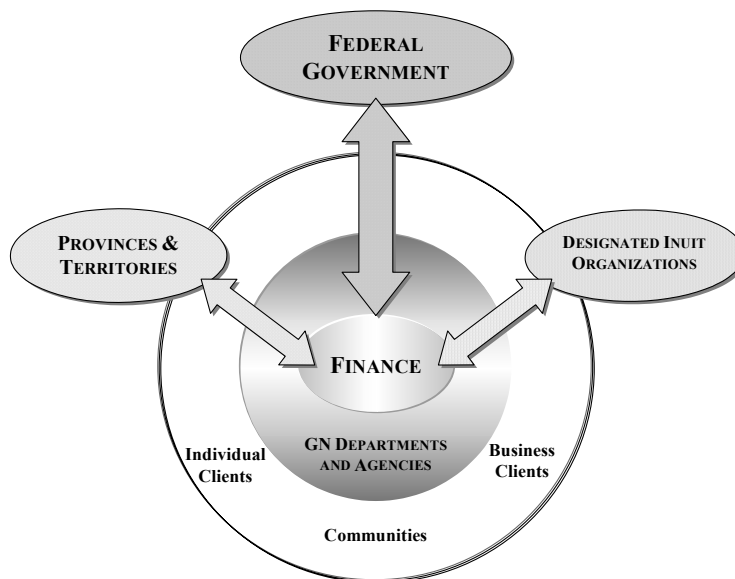
Other transfer arrangements and federal funding strategies are important to the long-term financial health of Nunavut, as well. Finance will continue to assess the implications of all such arrangements including the declining Canada Mortgage and Housing Corporation (CMHC) contributions for the maintenance 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 resources in Nunavut. Hence, training of Nunavummiut for future technical jobs in the field of finance, as well as the recruitment of technical positions from other parts of Canada have been 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.

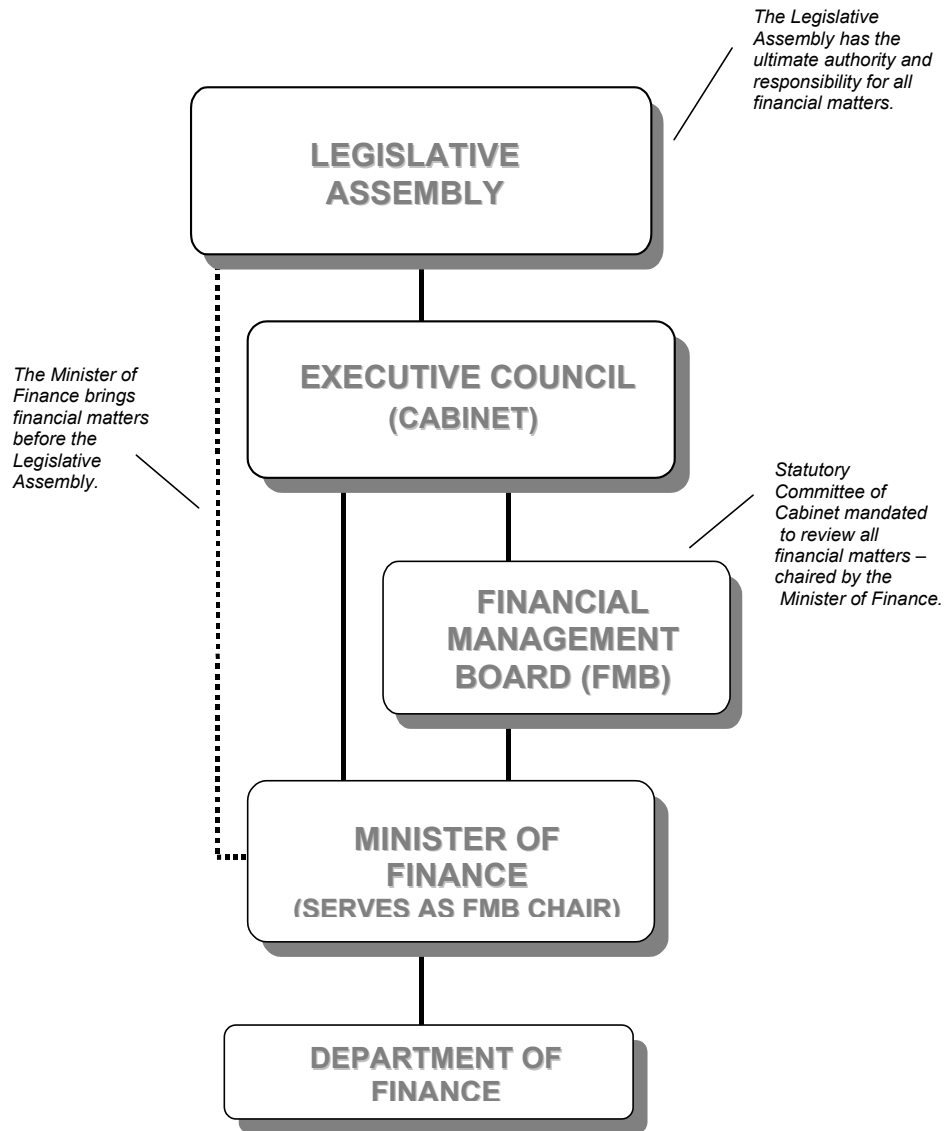
## **Critical Issues**

Finance faces a number of critical issues in the next fiscal year.

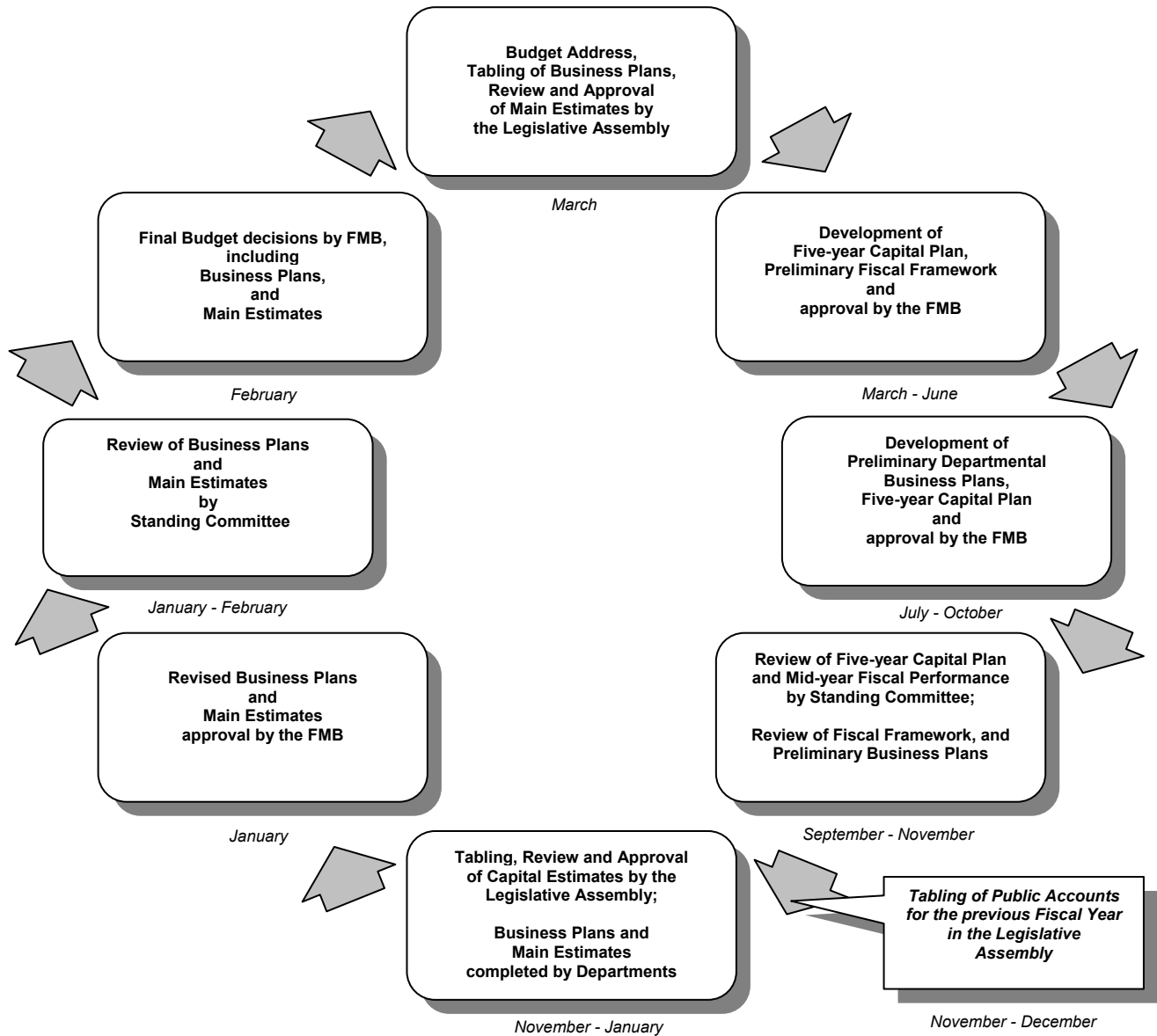
- Options need to be explored for generating sufficient revenues to satisfy the needs of the GN through fiscal transfers and efficient administration of its own revenue base.
- The department will have to develop financial management practices to ensure that the territory's limited financial resources 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 the range of financial information provided to Members of the Legislative Assembly and the public (see Figure 2 on page 8).
- 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**



## CORE BUSINESS

The programs of the Department of Finance are defined within six lines of business:

	Budget (\$000)	
	2005-06	2004-05
Advisory and Administrative	4,248	3,892
Fiscal Management	3,198	2,947
Internal Audit Services	1,194	888
Financial Operations	10,789	10,200
Centrally Administered Funds	28,391	34,586
Liquor Management	518	0
<b>TOTAL</b>	<b>48,338</b>	<b>52,513</b>

### 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)	2005-06	2004-05
<b>Directorate</b>		2,230	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 FMB and as Comptroller General of Nunavut. The Directorate provides the FMB and the Crown Agency Council with administrative support.

**Corporate Services** 2,018 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** 4,248 3,892

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**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;

**Status:** *To date, 9 out of the 12 courses have been offered. The remaining 3 courses will be completed in 2005-06.*

- Complete the establishment of the Corporate Services Division with a clear picture of our role and responsibilities (budgeting/human resources/internship/financial processing);

**Status:** *This task was successfully completed in late summer.*

- 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;

**Status:** *A strong leadership role has been established. We provided guidance and a one to one Mentorship through the Canadian Executive Services Organization (CESO) for the interns.*

- 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;

**Status:** *Arrangements have been made with CESO to establish mentoring plans for the interns.*

- 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;

**Status:** *This task has been initiated.*

### **Priorities (2005-06)**

- Complete the offering, here in Nunavut, of the remaining 3 courses from the Accounting Certificate Program through Algonquin College and have the first graduate class;
- Strengthen the on-going IQ initiative by committing more time and resources to build, renew and promote IQ within the department. A formal plan will be established for implementing IQ learning in the workplace;
- Promote some of the Interns from their training positions into permanent positions based on the completion of all their required academics and practical experiences;
- Continue to develop a Financial Management Program in partnership with Nunavut Arctic College. When completed, the program will consist of six modules. The first five have been developed and are currently being delivered by the College;
- Seek creative ways to stimulate the Inuit Employment Plan initiative, as a means of promoting the employment opportunities in the department;
- Continue the annual practice of conducting at least one culturally interactive workshop on the land.

### **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 and manage 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 and promote the GN's risk management function.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
<b>Expenditure Management</b>		1,386	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, is provided to the Financial Management Board and to GN departments and agencies.			
<b>Fiscal Policy</b>		651	584
<i>Fiscal Policy</i> administers and manages 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>		1,161	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>3,198</b>	<b>2,947</b>

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

- Complete the renewal of the Formula Financing Agreement;  
**Status:** *Bill C24 (Federal Legislation) has been approved, which is an arrangement on Territorial Formula Financing that will provide stable and predictable funding for fiscal years 2004-05 and 2005-06.*
- Provide regular forecasts of government own source revenues and transfers;  
**Status:** *A preliminary model has been developed for the forecasting of government own source revenues.*

- Develop a cash flow projection model that is linked to the fiscal framework;  
**Status:** *A preliminary cash flow projection model has been developed that will provide a monthly projection over a five-year period and will be linked to the fiscal framework.*
- Participate in discussions regarding the devolution of the resource management functions from the federal to the territorial government;  
**Status:** *In cooperation with the Department of Executive and Intergovernmental Affairs, participated in a review of earlier technical work carried out by the Departments of Finance and Sustainable Development in the first mandate of the GN.*
- Complete revisions to the Financial Administration Manual as related to expenditure management;  
**Status:** *A draft document on revised budget controls has been completed and implementation will occur during the 2005-06 fiscal year.*
- Complete revisions to the FreeBalance software to enable further decentralization of budget processing to departments;  
**Status:** *This project has been put on hold pending a review of the feasibility of decentralization of budget voucher data entry 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;  
**Status:** *A new capital planning process proposal was presented for Financial Management Board consideration. The Interdepartmental Committee on Capital Planning (ICCP) has been directed to return to the Board this fiscal year, with additional information and recommendations on how to improve the 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;  
**Status:** *Preliminary discussions only have taken place on this integration process. Further consultations will occur during the 2005-06 fiscal year, with proposed implementation in the 2006-07 budget development cycle.*
- As part of the budget planning exercise, investigate the integration of accrual-based budgeting;  
**Status:** *A work plan will be completed this fiscal year, with implementation over the next two years.*

- Commence the delivery of information/training workshops to departments on FMB processes;

**Status:** *No workshops will be delivered this fiscal year due to other priorities.*

- Improve the tax enforcement and compliance activities;

**Status:** *A reorganization of our collection procedures and policies, along with increased account monitoring has produced promising results. Efforts will continue in 2005-06.*

- Provide additional multi-tax training to the compliance officers;

**Status:** *A work shop was supplied by representatives of our tax software providers under a cost sharing initiative in conjunction with the Department of Human Resources.*

- Establish a loss prevention plan and coordinate this loss prevention plan with ICCP and FMB;

**Status:** *A draft loss prevention plan was submitted for discussion. A database was created to follow up on loss prevention recommendations received from other departments and the insurers. Staff have received training on ReCAPP.*

- Promote a risk financing plan;

**Status:** *An analysis of the option of the GN self-insuring against property losses is being carried out.*

- Promote risk management throughout Government;

**Status:** *A facilities risk management committee has been created with representatives from all GN Departments. Using the loss prevention database, a loss prevention priorities list has been established.*

### **Priorities (2005-06)**

- Monitor the progress of work being carried out by the independent expert panel established by the federal government, as a result of the First Ministers' Meetings in relation to Territorial Formula Financing;
- Participate with the Department of Executive and Intergovernmental Affairs and the Department of Economic Development and Transportation in devolution negotiations, particularly as it pertains to the revenue sharing aspects of devolution;
- Participate with the Department of Executive and Intergovernmental Affairs and other key departments in advancing the Northern Strategy initiative with Canada and the other two territories;
- Implement revisions to the Financial Administration Manual on budget controls;



- Review the feasibility of decentralization of budget voucher data entry to departments;
- Based on direction from the FMB, work with other departments on the implementation of revisions to the capital planning process;
- Based on an approved work plan, continue the research required for the implementation of accrual-based budgeting;
- Develop an information/training package to enable the delivery of workshops to departments on FMB processes;
- Continue the process of establishing common financial terms and translate the financial terms into Inuktitut;
- Continue to improve the tax enforcement and compliance activities;
- Finalize the establishment of a loss prevention plan and coordinate this loss prevention plan with ICCP and FMB;
- Complete the promotion of a risk financing plan.

## 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.

<b>Program</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
<b>Internal Audit Services</b>		1,194	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>1,194</b>	<b>888</b>

**Priorities (2004-05)**

- Conduct compliance audits, and respond to enquiries from GN departments;  
**Status:** During the 2004-05 fiscal year, we conducted 35 audits (26 compliance, 5 operational, and 4 financial), and have 16 audits in progress (7 compliance, 6 operational, and 3 financial). We also completed 13 client enquiries.
- Conduct forensic investigation, and conflict of interest audits;  
**Status:** We completed one alleged conflict of interest/fraud investigation, and have two additional investigations in progress.
- Facilitate the implementation and operation of an “Internal Audit Committee”;  
**Status:** *The Internal Audit Committee (IAC) has met twice; current, past, and prospective future audits were discussed. A third meeting with the IAC is scheduled for February, 2005.*
- Design and implement a communication strategy directed at clients;  
**Status:** *The communication strategy consisted of a workshop, and participation in a GN Directors of Corporate Services seminar in October, and Regional audits.*
- Refine the direction of the Audit function within the GN, through consultations;  
**Status:** *On-going with the Comptroller General, and the IAC.*
- Concentrate upon “accountability” and “governance” issues;  
**Status:** *Reinforce these activities through audits and consultations with clients.*
- Provide training and development opportunities for staff, and participate in the Internship Program;  
**Status:** *Staff development was provided through participation in the Internship Program, on-site IAS workshop, distance courses, and certification/ accreditation examinations.*

**Priorities (2005-06)**

- Train and develop staff, and participate in the Internship Program;
- Conduct compliance audits;
- Respond to audit related enquiries from GN departments;
- Conduct forensic investigation, and conflict of interest audits;
- Facilitate the operation of an Internal Audit Committee;
- On-going implementation of a communication strategy directed at clients.

## 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 to support collective bargaining processes.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
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<b>Government Accounting</b>		2,400	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>		2,097	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>		1,986	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.

**Regional Financial Services** 4,306 3,893

*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.

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**Total, Financial Operations** 10,789 10,200

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**Priorities (2004-05)**

- Complete financial system enhancements to support attaining Level 2 accountability;

**Status:** *The Department of Finance is evaluating the Financial Information Nunavut Systems to determine what additional requirements are needed in order for this to meet GN standards.*

- Complete the implementation of the Human Resource Information Payroll System;

**Status:** *The new system will be operational early 2005.*

- Assist in the completion of the collective bargaining process to reach a collective agreement with the Nunavut Employees Union;

**Status:** *A new collective agreement has been reached with the Nunavut Employees Union.*

- Settle the dispute between the GN and the GNWT on the division of the Nunavut Power Corporation assets;

**Status:** *This dispute was settled by arbitration in September 2004.*

- Issue a Request for Proposal for the GN banking services;

**Status:** *Currently the Government of Nunavut is reviewing a five year projection of cash flows to determine long term borrowing needs. Once this is complete a request for proposal will be issued.*

- Complete on a priority basis revisions to the Financial Administration Manual;

**Status:** *This is an on-going project that will span many fiscal years until all Financial Administration Manual directives have been revised. There are 96 FAM directives to be revised and 28 have been revised as of December 2004.*

- 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;

**Status:** *Additional staffing has been provided to the Application Support Section. This will allow for regular training programs to be delivered and additional 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;

**Status:** *The Department of Finance is currently reviewing the Free Balance procedures manual which is the first phase of this priority. The second phase will then be to incorporate online access to these.*

- Continue to re-engineer financial procedures to become more effective and efficient;

**Status:** *These informal procedures are in the process of being reviewed and will then be formalized in a financial procedures manual.*

- 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;

**Status:** *An external service level agreement has been signed. Work is on-going of the internal service level agreement.*

- 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;

**Status:** *The Free Balance system is continually being enhanced to meet GN requirements. The next system upgrade to version 4.7 will take place in 2005-06. Further enhancements will be undertaken dependent on funding availability.*

- 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;

**Status:** *Access Direct Net was implemented in September 2004.*

**Priorities (2005-06)**

- Strengthen financial management by delivering training/information workshops to departments on ways to improve financial controls;
- Improve the timeliness of the Public Accounts;
- Develop a more comprehensive format for the Interim Public Accounts;
- Provide training and support to the Igloolik Regional Office;
- Develop a closer relationship with the crown corporations to improve financial reporting;
- Consider and plan for a new accounts receivable and collections system;
- Develop an accounting procedures manual.

**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>2005-06</b>	<b>2004-05</b>
<b>Employee Benefits</b>		10,571	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>		2,319	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>Energy Subsidy</b>		5,050	15,000
<i>Energy 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.			

**Commercial Lease** 10,451 10,242

*Commercial Lease* 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.

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**Total, Centrally Administered Funds** 28,391 34,586

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## Liquor Management

The *LIQUOR MANAGEMENT* 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.

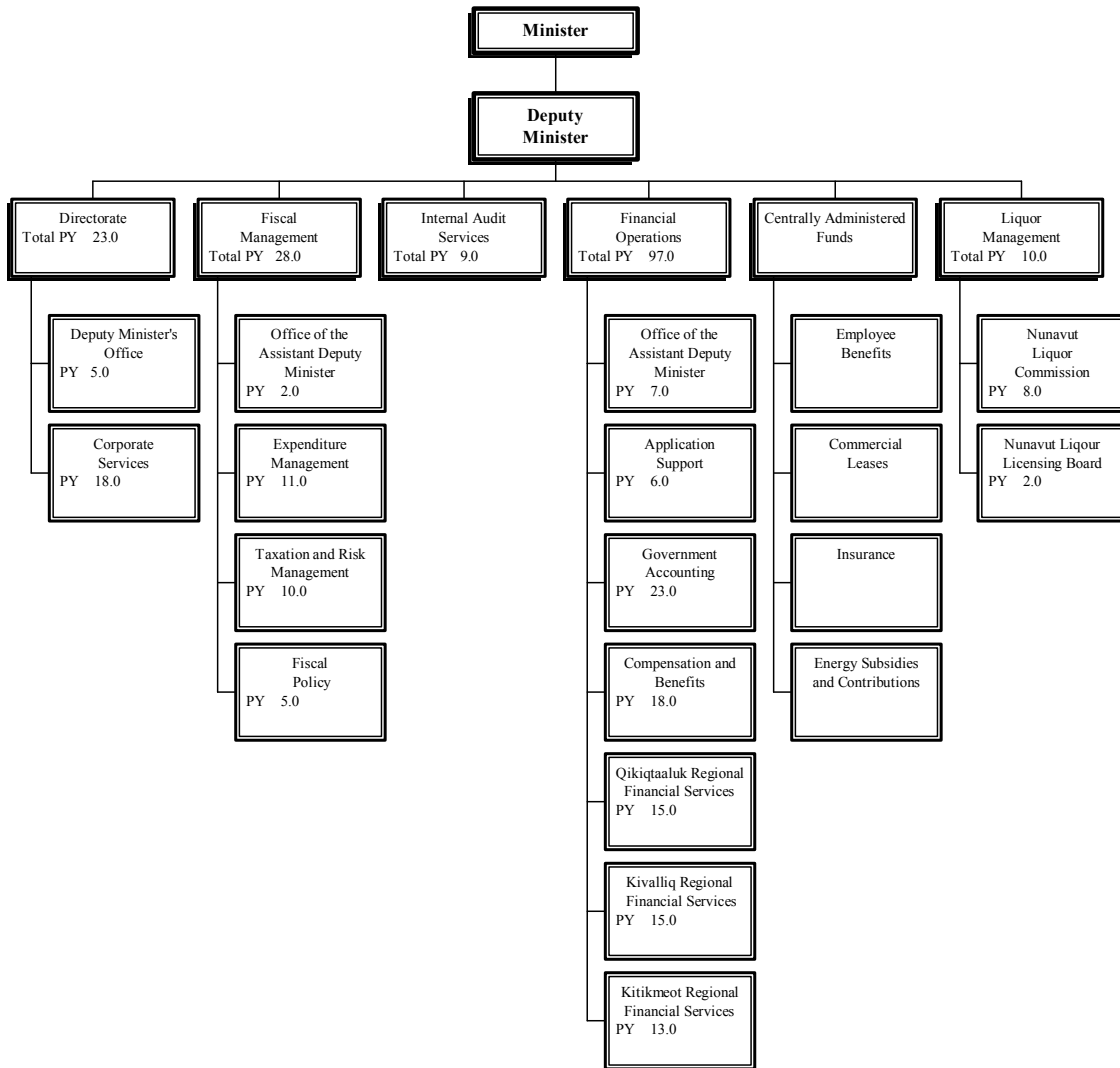
### Objectives:

- 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, 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*.

Programs	Budget (\$000)	2005-06	2004-05
<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>		518	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, Liquor Management</b>		<b>518</b>	<b>0</b>

# APPENDIX I: Accounting Structure and Financial Summary

## Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	159.0
Vote 4/5 PYs	0.0
Revolving Fund PYs	8.0
<b>TOTAL PYs</b>	<b>167.0</b>



## **Departmental Roles**

Finance has a budget of \$48.3 million dollars and 167 positions. The department is comprised of six branches – Directorate, Fiscal Management, Internal Audit Services, Financial Operations, Centrally Administered Funds, and Liquor Management.

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, and for providing administrative support to the Crown Agency Council.

Key functions:

- 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 department's 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:

- 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 function 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;

- 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 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.

### **Centrally Administered Funds**

The Department of Finance has administrative responsibility for certain funds and employee benefits that are government-wide or territory-wide in nature, which include: dental premiums, Workers' Compensation Board premiums, employee medical travel, commercial leases, insurance and the Power Subsidy Program.

### **Liquor Management**

The Liquor Management Branch, through its liquor licensing and enforcement function, is responsible for the support and administration of both the Liquor Licensing Board and the Liquor Act and its regulations. It also manages the issuance of different types of establishment licenses and import and special occasion permits and is responsible for the inspection of establishments and special events when liquor is involved.

The Nunavut Liquor Commission, established under the *Liquor Act*, is responsible for the purchase, transportation, storage, and sales of liquor products in Nunavut. The associated costs and revenues are administered through a Liquor Revolving Fund. The Commission has two warehouse facilities and is headquartered in Rankin Inlet, where it administers liquor transfers throughout Nunavut.

Key functions:

- 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, 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*.

### Financial Summary

Branch	2005 - 2006 Main Estimates		2004 - 2005 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	2,416	23.0	2,101	22.0
Grants & Contributions	0		0	
Other O&M	577		696	
<b>Subtotal</b>	<b>2,993</b>		<b>2,797</b>	
<b>FISCAL MANAGEMENT</b>				
Salary	3,076	28.0	2,547	25.0
Grants & Contributions	0		0	
Other O&M	416		703	
<b>Subtotal</b>	<b>3,492</b>		<b>3,250</b>	
<b>INTERNAL AUDIT SERVICES</b>				
Salary	1,043	9.0	737	7.0
Grants & Contributions	0		0	
Other O&M	151		151	
<b>Subtotal</b>	<b>1,194</b>		<b>888</b>	
<b>FINANCIAL OPERATIONS</b>				
Salary	9,519	97.0	8,491	93.0
Grants & Contributions	0		0	
Other O&M	2,231		2,501	
<b>Subtotal</b>	<b>11,750</b>		<b>10,992</b>	
<b>CENTRALLY ADMINISTERED FUNDS</b>				
Salary	3,631	0.0	2,370	0.0
Grants & Contributions	5,050		15,000	
Other O&M	19,710		17,216	
<b>Subtotal</b>	<b>28,391</b>		<b>34,586</b>	
<b>LIQUOR MANAGEMENT***</b>				
Salary	208	10.0	0	7.0
Grants & Contributions	0		0	
Other O&M	310		0	
<b>Subtotal</b>	<b>518</b>		<b>0</b>	
<b>TOTAL</b>	<b>48,338</b>	<b>167.0</b>	<b>52,513</b>	<b>154.0</b>

\*\*\* This includes only the appropriation for Liquor Licensing and Enforcement, **not** The Liquor Commission.

**Department of  
Human  
Resources**

**Business  
Plan**

*2005-2006*

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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). It is committed to providing 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 initiatives that support the Inuit Employment Plan.

The compensation budget for GN employees of \$269 million for 2004-05 constitutes 31% of the overall GN budget of approximately \$863 million<sup>1</sup>. The Department of Human Resources recognizes the importance of this investment in GN staff and develops programs and services to develop and retain their expertise.

In 2005-2006, the department will focus on implementing a number of initiatives, including standards of service to respond to issues raised in the client Satisfaction Survey. The mission, values and principles of the department reflect this renewed commitment. Accordingly, the 2005-2006 Business Plan builds on the department's accomplishments over the past years while responding to priorities identified by the new Cabinet.

### Our Mission

*To lead the development of Nunavut's public service through excellence in human resources management.*

In carrying out its mission, the Department of Human Resources is guided by *Pinasuaqtavut* 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 & representative public service committed to providing Nunavummiut with the highest quality programs and services consistent with Inuit societal values that conform to the principles of Inuit Qaujimajatuqangit (IQ).*

### Our Values

- accountability
- commitment
- confidentiality
- integrity
- respect

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<sup>1</sup> GN Department of Finance, 2004-05 Estimates and Supplementary Appropriations

## **Our Principles**

- The interests of all of the department's clients are foremost and are reflected in human resources policies and processes.
- The department will operate in a way that promotes fairness and equity in all aspects of its work.
- The workforce of the Government of Nunavut should be representative of the population it serves.
- The department is culturally sensitive and incorporates Inuit knowledge, wisdom, culture and language into its operations.
- The department is accountable and accessible to the people it serves.
- The department is committed to the ideal of lifelong learning for staff.

## **Language Services**

The Department of Human Resources has staff designated to provide service in Inuktitut, Inuinnaqtun, French, and English. All public communications are compliant with the Language Guidelines, including staff business cards. Official language translations for the Human Resources component of the GN website will be completed by March 31, 2005. A high volume of Help Desk messages for professional development opportunities and other employee notices are posted in all four languages. All new employees are required in their offer letters, to enroll in Inuktitut language training as a condition specified in offers of employment. The Department of Human Resources, in partnership with Nunavut Arctic College, offers training in both Inuktitut and Inuinnaqtun, through an expanded roster of trainers.

During 2005-06, the Department will continue to develop the next phase of implementation, which will include the following:

- Implementation of signage in all four languages.
- Establishing staff signature blocks in all four languages.
- Translation of key employee forms into Inuktitut.
- Continuing to review, with CLEY, the existing bilingual bonus system to encourage Inuit employees to enhance their Inuktitut skills and to use it more frequently in the workplace.
- Bringing forward proposals, with the Senior Personnel Secretariat, CLEY and HR, for an immersion program for non-Inuktitut speakers.

## **STRATEGIC LINK TO PINASUAQTAVUT**

### **Inuit Qaujimagatugangit**

The Department of Human Resources is one of the lead departments in implementing the Inuit Employment Plan. Included in the Plan is the objective of incorporating 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 non-government Inuit organizations, provide training for managers and policy staff. The training will focus on developing leadership, management practices and policies that balance bureaucratic structure and practices with the implementation of Inuit Qaujimagatugangit (IQ).

To ensure effective government wide coordination and management of the recommendations outlined in the Inuit Employment Plan, an Interdepartmental Implementation Advisory Committee has been established. The terms of reference for the committee have been presented to the Assistant Deputy Ministers' Committee.

The Department of Human Resources has initiated its own IQ related activities through its Departmental IQ Committee. This committee is developing terms of reference that 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 modifying interviewing techniques by incorporating Inuit practices to suit the communications styles of Inuit and attract more beneficiaries to jobs within the government. The aim is also to create a work environment that incorporates core Inuit values and principles, and achieves balance and diversity. This practice is incorporating the principle of *Tunnganarniq* wherein respect for and recognition of Inuit culture and Inuktitut in the workplace creates a welcoming work environment.

### **Healthy Communities**

The Department of Human Resources is committed to continue supporting healthy communities through the ongoing delivery of workplace wellness initiatives in all its workplaces. For example, one-on-one telephone counseling services – including face to face counseling in Iqaluit - are now provided through the Employee Assistance Program. These services are used by increasing numbers of employees and their dependents. Plans are underway to provide face to face counseling for regional staff via Telehealth. In addition, the Department is partnering with Health Canada to deliver suicide prevention workshops in 2005-06.

### **Simplicity and Unity**

The Department of Human Resources is coordinating a review of the Inuit Employment Plan with all Departments and developing initiatives, within the current fiscal climate, to improve beneficiary representation.

The Department is committed to fair, understandable and easy to access policies and programs. To that end, it is revising the Public Service Act to ensure that it reflects the current Nunavut reality and priorities for the future. The Human Resources Manual and Management and Excluded Handbook are also being updated to ensure a common understanding of policies and fair treatment of GN employees. This approach will form the basis for all future policy development. All policies will be available on the web. The Department is committed to providing access for beneficiaries to GN positions and proactive staffing processes are being developed to ensure that this occurs. Organizational changes within the Department are underway to support this approach. The Department continues to work with NTI to monitor the implementation of the Nunavut Land Claims Agreement.

### **Self Reliance**

The Department of Human Resources is committed to developing effective and fiscally viable training programs to support decentralized communities. Partnerships with other departments and organizations to optimize available expertise and resources are being explored. The Department is committed to participating in programs that include pre-employment strategies and are linked to community economic strategy, existing infrastructure, and community demographics. It will continue to provide local training opportunities consistent with its mandate, through regional HR Training and Development staff.

### **Continuing Learning**

The Department of Human Resources supports training and learning for a Nunavut-based workforce. As well, the department views every element of the government budget as a potential training budget. A major study is being conducted across the GN to identify the nature of training and resources spent on learning and development. A subsequent inventory of proposed training and identification of gaps will help to target future spending where it will have the most benefit. Focus on local program delivery will be a guiding principle. To that end, the Department of Human Resources is leading the development of Policy Development Program to be delivered in Iqaluit to a broad cross-section of GN staff.

## 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's population count in October 2003 was 29,357, which represents an increase of approximately 10% over a five-year period.<sup>2</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>3</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>4</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>5</sup>.

### Inuit Representation in the Public Service<sup>6</sup>

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, with an interim target of 50% overall by 2008. Overall representation in the public service has increased to 46% as of June 30, 2004. More than 61% of GN positions are in communities, with the remainder in Iqaluit. Representation of Inuit Beneficiaries in Iqaluit is 30%, while the communities range between 50% and 70% Inuit representation.

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<sup>2</sup> Statistics Canada, CANSIM II table 51-000

<sup>3</sup> Statistics Canada, 2001 Census

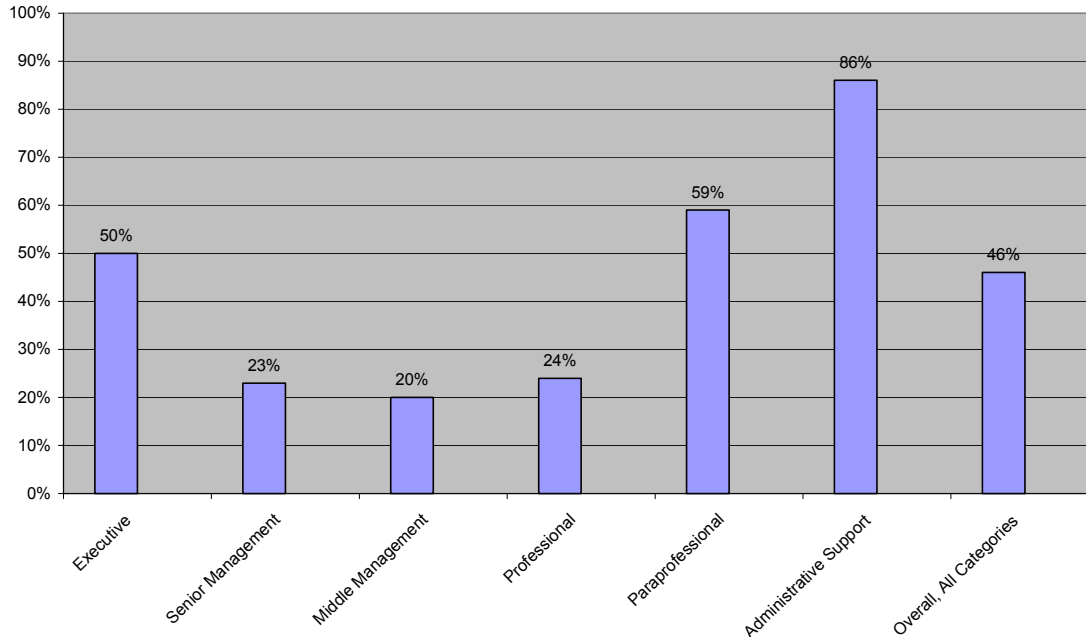
<sup>4</sup> Labour Force Survey." Nunavut Bureau of Statistics, 2001

<sup>5</sup> Statistics Canada, 2001 Census

<sup>6</sup> Towards a Representative Public Service, GN Department of Human Resources, June 30, 2004.

As of June 2004, 1165 Inuit Beneficiaries were employed by the GN compared with 220 in June 1999 – a net increase of 945 Beneficiaries. Furthermore, in the 2003-2004 fiscal years, Beneficiaries represented only 17% of the total number of applicants, but constituted 51% of new hires (199 out of 384).

### Inuit Employment by Occupational Category



### Staffing Capacity

The total number of positions in the GN workforce has increased from 1188 in May 1999 to 3210 in June 2004<sup>7</sup>. The total number of employees has increased from 313 in May 1999 to 2560 in June 2004<sup>8</sup>. Staffing capacity increased from 26% in May 1999 to 80% in June 2004<sup>9</sup>. While this is still lower than other public sector jurisdictions, the achievements over the past five years have been significant. In June 2004, the Paraprofessional category had the lowest staffing capacity among all employee groups at 78%, followed by the Professional group at 79%.

### Recruitment and Staffing<sup>10</sup>

During the 2003-2004 fiscal years, the Department of Human Resources received more than 9,427 applications for 566 job competitions advertised. This reflects a 13% increase in applications compared with a 38% 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, 68% were filled

<sup>7</sup> Towards a Representative Public Service; GN Department of Human Resources, June 30, 2004.

<sup>8</sup> Government of Nunavut Inuit Employment Plan, May 1999.

<sup>9</sup> Towards a Representative Public Service; GN Department of Human Resources, June 30, 2004.

<sup>10</sup> GN Job Competition Database. GN Department of Human Resources

compared with 73% in 2002-03. Over 10% of the competitions were cancelled in 2003 compared with 18% the previous year. During 2002-03, nearly 78% of successful candidates in job competitions were GN employees, whereas only 61% were GN employees in 2003-04.

There are a number of considerations and factors influencing the recruitment of new GN employees:

- Lack of staff housing creates a barrier for external/non-local applicants;
- Competition among other government agencies and Inuit organizations;
- Shortage of available, qualified Inuit beneficiary applicants.

### **Retention<sup>11</sup>**

Retention of existing GN employees improved over previous years. The retention rate for indeterminate and term employees increased from 72% in 2001 to 82% in 2004. Movement between and within departments has yet to be quantified.

Average length of service continues to increase. In 2003, 15% of employees had less than 1 year of service with the GN, compared with 20% in 2002. In 2003, 43% of employees had less than 2 years of service, compared with 53% in the previous year. The use of casual and term employees has an impact. Other factors affecting retention rates include competition from other employers; return to home communities; stress and lifestyle choices; and limited opportunities for advancement.

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<sup>11</sup> Payroll Information at December 31, 2003 and December 31, 2004. GN Department of Finance.



## **Critical Issues**

The following critical human resource management issues represent an overview of the challenges and pressures facing the Department of Human Resources during the 2005-2006 fiscal year:

- The availability of qualified Inuit beneficiary applicants is needed to increase beneficiary representation in the GN workforce.
- Staff housing continues to be a major challenge in staffing, especially in dealing with “hard to fill” positions.
- Career development initiatives are needed to assist entry level Inuit staff to achieve their career potential.
- Training programs are needed that focus on specific needs of decentralized communities.
- Implementation of Inuit Employment Plan initiatives requires substantive resources to support increased learning and development opportunities and other supportive programs.
- Up to date labour market and workforce statistics must be available and reliable to ensure appropriate focus of scarce resources.
- Innovative approaches and commitment are needed to apply Inuit societal values in the work place.
- High absenteeism and turnover requires development of remedial strategies.
- Training and certification programs are needed for human resources practitioners to promote effective management of human resources.
- Recommendations of the Client Service Review conducted in 2004 must be implemented to provide higher levels of service to client departments and agencies.

## CORE BUSINESS

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

	<b>Budget (\$000)</b>	
	<b>2005-06</b>	<b>2004-05</b>
Advisory and Administrative Services	4,725	4,475
Inuit Employment Plan	4,407	4,205
Recruitment and Staffing	6,590	5,898
Job Evaluation	729	678
Training and Development	1,213	1,129
Employee Relations	1,732	1,640
<b>TOTAL</b>	<b>19,396</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>2005-06</b>	<b>2004-05</b>
<b>Management of Departmental Operations</b>		375	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** 2,658 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** 475 452

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** 1,186 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** 31 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** 4,725 4,475

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**Priorities (2004-05)**

- Complete Phase I Review of Human Resources Manual and initiate review of Public Service Act;  
*Status: First draft completed. Final document to be completed by December, 2004.*
- 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;  
*Status: Phase 1 of the HRIPS to be completed by March 31, 2005.*
- Complete implementation of official language translations for the Human Resources component of Government of Nunavut Website;

**Status:** *To be completed by March 31, 2005.*

- 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;

**Status:** *Plan completed in consultation with Regional Directors, and implementation is underway.*

- Assist departments in regions to develop employee training plans;

**Status:** *All GN Interns were provided with GN training. Training plans were developed at the request of several departments for specific employees.*

- 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;

**Status:** *Learning facilitators were trained and provided support to staff participating in accredited learning programs e.g. Nunavut Public Services Studies Certificate.*

- Combine Excluded and Management Handbook in one comprehensive Handbook;

**Status:** *Draft completed and circulated to GN senior managers. Document finalized by December, 2004.*

- Sign a new collective agreement with NEU;

**Status:** *A 42-month agreement was signed with the Nunavut Employees Union to September 30, 2006.*

- Complete first phase of Inuit Employment Program;

**Status:** *Cabinet approved the Inuit Employment Plan in November 2003 without additional resources. The Plan is being reviewed to identify initiatives to be implemented within current budget.*

- Formalize the Casual Staffing Action process;

**Status:** *Procedures outlined in new Staffing Manual to be distributed by December 2004.*

- Begin process to plan & develop a Performance Management Program for the Government of Nunavut;

**Status:** *Pilot process is underway in the Department of Human Resources.*

### **Priorities (2005-06)**

- Implement standards of service related to client access and response times for key services;
- Provide workshops on complaint mechanisms and HR operations;

- Establish Outreach Employment Center in Iqaluit to support recruitment and development of Inuit beneficiaries for GN positions;
- Implement Performance Management Pilot program in Human Resources and review results for broader application in the GN;
- Finalize the Employee Code of Conduct;
- Prepare legislative proposal for revisions to the Public Service Act;
- Continue with development of the Human Resources Manual to include new policies;
- Pilot Competency based HR management in the Department of Human Resources and review for possible application to the GN;
- Support Senior Personnel Secretariat to develop options for Inuktitut language immersion programs;
- Complete user training for Phase 1 of HRIPS and develop scope of implementation for Phase 2.

## **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>2005-06</b>	<b>2004-05</b>
<b>Inuit Employment Plan</b>		4,407	4,205

This line of business 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>4,407</b>	<b>4,205</b>
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**Priorities (2004-05)**

- Update departmental Inuit Employment Plans and obtain senior level signoffs;  
**Status:** *Templates for reporting and updating the departmental Inuit Employment Plans have been developed. Initial discussions on the requirements to update the departmental IEPs and the lead department initiatives have been conducted. The departments are currently updating their lead initiatives. Departmental and Lead Department contacts have been identified.*
- Assist departments in defining their overall HR Strategy to include recruitment, retention and succession planning;  
**Status:** *Organization structure and job design, staffing and employee training advice provided on an ongoing basis.*
- Implement Phase 1 of the GN Inuit Employment Plan;  
**Status:** *Departments are currently reviewing and updating their initiatives to be tabled in the Legislature in early 2005.*
- Implement exit interviews and share findings with departments;  
**Status:** *Discussions are planned with departmental HR coordinators to review the draft procedures and coordination of the exit interview process for departing employees.*
- 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;  
**Status:** *The Inuit Employment Division will be consulting with CLEY and with departments that have established IQ departmental committees to gather best practices within GN departments and share the findings.*
- Develop and deliver Phase 2 of the Inuit Qaujimaqatiriniq (IQ) Seminar – to include application of Inuit IQ principles of leadership and cross-cultural management;  
**Status:** *The departments of Human Resources and CLEY jointly developed Phase 2 of the IQ Seminar that was delivered in March 2004.*

- 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;

**Status:** *The interdepartmental Communications Steering Committee is currently reviewing the Communications Strategy. This is linked to the departmental Inuit Employment Plans that form the basis for communications of department's initiatives.*

### **Priorities (2005-06)**

- Develop an Inuit Employment Planning framework for departments that includes updated targets and accountability indicators, and inclusion in the 2006-07 Business Planning process;
- Establish, in partnership with CLEY, a Peer Group Program to support Inuit Cultural values in the workplace;
- Expand the Inuit Employment Job and Workplace Satisfaction Survey of Inuit employees to other GN departments;
- Implement the Inuit Employment Plan communications strategy.

## **Recruitment and Staffing**

This line of business 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>2005-06</b>	<b>2004-05</b>
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### **Recruitment and Staffing**

1,518

1,347

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, and selection of successful candidates, reference checks, job offers, direct appointments and casual staffing actions.

**Summer Student Employment** 950 700

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.

**Relocation** 4,122 3,851

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.

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**Total, Recruitment and Staffing** 6,590 5,898

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**Priorities (2004-05)**

- Distribute updated Staffing Manual and train human resources practitioners;  
**Status:** *Final draft of Staffing Manual completed and being reviewed by Human Resources for planned distribution in early 2005-06.*
- Provide policy advice in development of staffing sections of the Human Resources Manual;  
**Status:** *Staffing Manual to form component of Human Resources Manual.*
- Complete the development of a process for staffing all casual positions and train human resources practitioners;  
**Status:** *Summer Student Program Review process to be completed by December 2004. Review of Casual Hiring process has been initiated.*
- Provide training on the staffing process to human resources practitioners;  
**Status:** *Proactive participation in the human resources practitioners' forum includes ongoing problem solving related to staffing issues.*
- Develop mechanisms to ensure that staffing process is more transparent to client departments;  
**Status:** *Standards of service for staffing, including regular updates to managers about status of recruitment processes, have been developed and are being implemented.*
- Review Priority Hiring Policy per Cabinet Directive;  
**Status:** *To be completed by March 31, 2005.*



**Priorities (2005-06)**

- Implement casual staffing guidelines consistent with Cabinet direction;
- Review delegation of casual hiring on incremental basis;
- Implement and monitor new staffing service standards;
- Distribute revised Staffing Manual and provide orientation for Human Resources practitioners;
- Implement revisions to Summer Student Program based on review conducted in 2004-05.

**Job Evaluation**

Job Evaluation 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.

<b>Program</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
<b>Job Evaluation</b>		729	678
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.			
<b>Total, Job Evaluation</b>		<b>729</b>	<b>678</b>

**Priorities (2004-05)**

- Complete review with CLEY of the Language Bonus/Incentive Program;  
*Status: Completed first draft. Review committee to be expanded to include Finance, NAC and CLEY. Consultation with stakeholders is the next step.*

- Continue development and implementation of key positions to enhance consistency of job evaluations across the GN;  
**Status:** *Thirty (30) Key Positions have been developed and are now being tested.*
- Build division to capacity to support the attraction and retention of beneficiaries;  
**Status:** *Implementation delayed due to several staff changes during the previous and current fiscal years.*
- Increase level of training for client managers in job description writing and job evaluation;  
**Status:** *Training now offered to departments on an as required basis.*
- Complete job audits in compliance with Article 23 of the NLCA;  
**Status:** *Job Audits are now 35% complete.*
- Initiate response to Job Evaluation Appeals;  
**Status:** *Resolved all nursing positions under appeal. Pay Actions to be initiated in October.*
- Implement results of the nursing evaluation project;  
**Status:** *Phase 1 of the review of Nursing positions completed covering approximately 95% of all Nursing positions. Documentation for pay actions, where appropriate, forwarded to Department of Health and Social Services.*

### **Priorities (2005-06)**

- Lead the Proposal of a Language Incentive Program for Cabinet approval;
- Document the remaining job audits and implement recommended changes to inflated qualifications job descriptions;
- Continue development and testing of approximately 30 additional key positions to improve consistency of job evaluation process.

## **Training and Development**

Training and Development provides advice, assistance and support to departments and agencies in training and developing their staff. They develop 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.

Department of Human Resources

- 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>2005-06</b>	<b>2004-05</b>
<b>Training and Development</b>		1,038	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.			
<b>Nunavut Law Program</b>		175	350
The program sponsors five law school students and provides some administrative support to the Law School.			
<b>Total, Training and Development</b>		<b>1,213</b>	<b>1,129</b>

**Priorities (2004-05)**

- Work with GN departments to develop department-specific orientation activities;  
*Status: Human Resources and the Interdepartmental Human Resources Training Committee are developing a model that outlines respective roles of departments and central agencies.*
- Work with CLEY to strengthen Inuktitut first language programming;  
*Status: Due to priority of Language Act, this has been deferred to 2005-06.*
- Collaborate with Nunavut Arctic College to provide first language Inuktitut instructor training and develop a cadre of instructors;  
*Status: Six (6) instructors from Cape Dorset, Pond Inlet, Igloolik and Iqaluit were trained to provide Inuktitut language training.*
- Develop Management Development Program targeted for middle and senior management;  
*Status: Initial scope of the program to be defined by March 31, 2005.*
- Develop a learning strategy that supports the principles in the Inuit Employment Plan and the Nunavut Adult Learning Strategy;  
*Status: Feedback from the Training Study that is now underway will be reviewed with departments and a preliminary framework developed by March 31, 2005.*
- Deliver Year 3 of Nunavut Public Service Certificate Program;  
*Status: Underway – will be completed by March 31, 2005.*

- Disseminate guidelines for the Mentoring Program to departments for application;  
**Status:** *Workshops completed for departments and one decentralized community.*
- 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;  
**Status:** *Interdepartmental Committee has been established. Training needs strategy will be based on outcome of Training Survey presently underway.*
- Complete an audit of training expenditures by department;  
**Status:** *In progress – to be completed by March 31, 2004.*
- Continue partnerships with NAC to develop training programs including a Human Resources Certification Program;  
**Status:** *Training needs assessment and core competencies have been defined. First course of program will be completed by March 31, 2005.*
- Finalize development of an Employee Recognition Program;  
**Status:** *Long-term service awards to be delivered in communities to approximately 300 staff. New program development deferred to 2005-06 due to resource limitations.*
- Monitor and evaluate the Mentoring program;  
**Status:** *Feedback from departments to be incorporated into final version of the program.*

### **Priorities (2005-06)**

- Develop a learning strategy that will include a focused plan for decentralized services in partnership with CLEY and Nunavut Arctic College;
- Partner with the Departments of CLEY and Education to develop a mandatory cultural orientation program;
- Develop and implement Phase 1 of the GN Leadership Development Program;
- Implement the Human Resources Practitioner certification and training program;
- Work with CLEY to strengthen Inuktitut first language programming;
- Develop a comprehensive framework for a GN-wide Employee Recognition Program;
- Communicate Education Leave program guidelines to departments and staff.

## 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.

Programs	Budget (\$000)	2005-06	2004-05
<b>Employee Relations</b>		1,101	1,042
Provides professional employee relations advice and services to departments and leads collective bargaining for the Government of Nunavut as mandated.			
<b>Workplace Wellness</b>		631	598
The Workplace Wellness Program is designed to assist GN employees and their families in maintaining and or improving their overall wellbeing.			
<b>Total, Employee Relations</b>		<b>1,732</b>	<b>1,640</b>

### Priorities (2004-05)

- Complete negotiations and sign NEU collective agreement;  
**Status:** *Successfully negotiated a new 42 month agreement with the Nunavut Employees Union.*
- Deliver training in Workplace Health, Safety and Wellness;  
**Status:** *Delivered workshops on Violence & Sexual Harassment in the Workplace, Sexual Harassment Investigators Training, First Aid & CPR.*

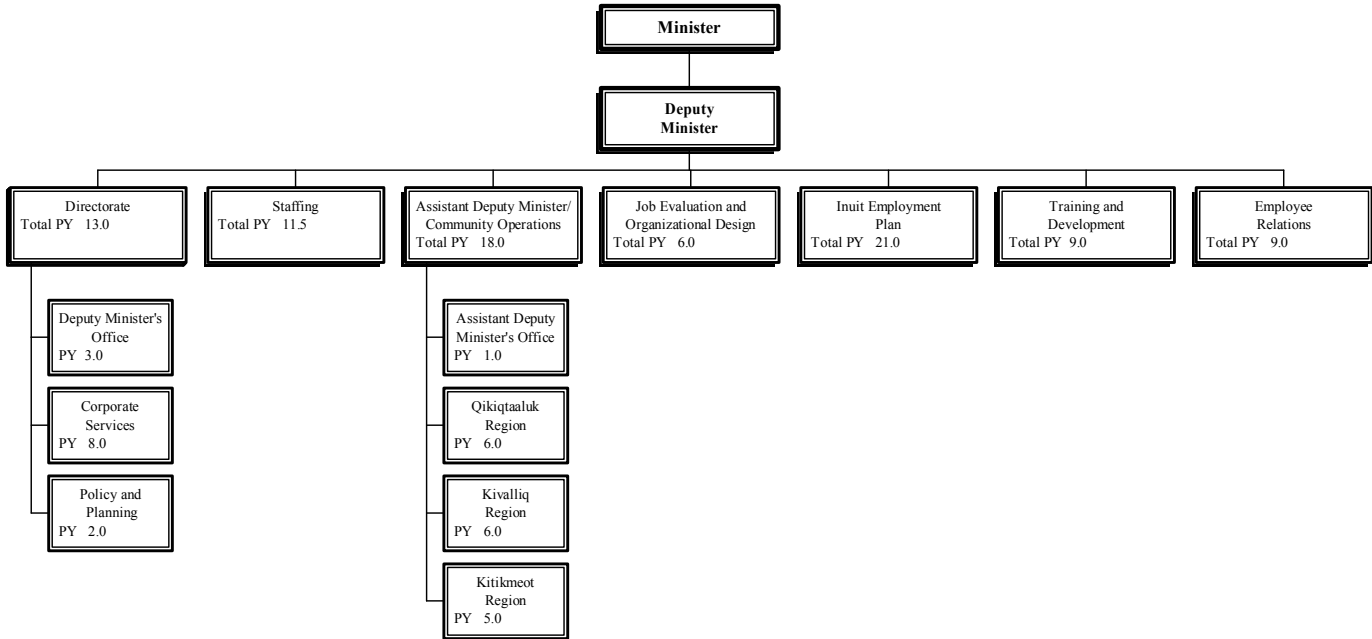
- Complete the development and implementation of a Workplace Health and Safety Program;  
**Status:** *Completed the development and implementation of a program that complies with legislation and Bathurst Mandate principles.*
- Develop options for a GN-wide policy for “Prevention of Violence in the Workplace;”  
**Status:** *Met with the respective Unions and conducted research. Discussions with unions will continue in 2005-06.*
- Develop, print and distribute posters on prevention of sexual harassment in the workplace;  
**Status:** *Sexual Harassment poster and pamphlets were designed, printed and distributed.*
- Continue to deliver training programs related to employee-relations issues;  
**Status:** *Training programs were held in Cambridge Bay and Igloolik.*
- Begin the planning process to develop and implement a Performance Management Program for the Government of Nunavut;  
**Status:** *Developed plan for pilot Performance Management program in Human Resources.*
- Develop and deliver a quarterly Employee Relations Division Newsletter;  
**Status:** *Implemented.*

#### **Priorities (2005-06)**

- Implement an alternative dispute resolution process that provides options to the current grievance procedure;
- Negotiate new collective agreement with the Federation of Nunavut Teachers;
- Develop Suicide Prevention Workshops, in partnership with Departments of Health and Social Services, Education and EIA;
- Develop GN-wide policies for “Prevention of Violence in the Workplace” and an “Anti-Harassment” policy;

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	86.5
Vote 4/5 PYs	1.0
Revolving Fund PYs	0.0
<b>TOTAL PYs</b>	<b>87.5</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 and legislative 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 have 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 Plan Division is responsible for providing leadership in the implementation of the Inuit Employment Plan and to assist and support initiatives to increase 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 strategies.

**Financial Summary**

Branch	2005 – 2006 Main Estimates		2004 - 2005 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	1,299	13.0	1,218	13.0
Grants & Contributions	0		0	
Other O&M	768		753	
<b>Subtotal</b>	<b>2,067</b>		<b>1,971</b>	
<b>STAFFING</b>				
Salary	6,119	11.5	1,657	10.5
Grants & Contributions	0		0	
Other O&M	471		4,241	
<b>Subtotal</b>	<b>6,590</b>		<b>5,898</b>	
<b>ADM/COMMUNITY OPERATIONS</b>				
Salary	1,909	18.0	1,770	18.0
Grants & Contributions	0		0	
Other O&M	749		734	
<b>Subtotal</b>	<b>2,658</b>		<b>2,504</b>	
<b>JOB EVALUATION AND ORGANIZATIONAL DESIGN</b>				
Salary	627	6.0	578	6.0
Grants & Contributions	0		0	
Other O&M	102		100	
<b>Subtotal</b>	<b>729</b>		<b>678</b>	
<b>INUIT EMPLOYMENT PLAN</b>				
Salary	2,113	21.0	1,956	21.0
Grants & Contributions	0		0	
Other O&M	2,294		2,249	
<b>Subtotal</b>	<b>4,407</b>		<b>4,205</b>	
<b>TRAINING AND DEVELOPMENT</b>				
Salary	904	9.0	648	7.0
Grants & Contributions	175		350	
Other O&M	134		131	
<b>Subtotal</b>	<b>1,213</b>		<b>1,129</b>	
<b>EMPLOYEE RELATIONS</b>				
Salary	943	9.0	866	9.0
Grants & Contributions	0		0	
Other O&M	789		774	
<b>Subtotal</b>	<b>1,732</b>		<b>1,640</b>	
<b>TOTAL</b>	<b>19,396</b>	<b>87.5</b>	<b>18,025</b>	<b>84.5</b>

## APPENDIX II: STAFFING REPORT

### Employment Summary of GN Public Service<sup>12</sup>

#### Category All Departments & Boards

	Total Positions				Inuit Employment	
	Total	Vacancies	Filled	% Capacity	Inuit Hired	% Capacity
Executive	35	3	32	91%	16	50%
Senior Management	129	14	115	89%	26	23%
Middle Management	380	70	310	82%	61	20%
Professional	1102	231	871	79%	213	24%
Paraprofessional	1020	229	791	78%	470	59%
Administrative Support	544	103	441	81%	379	86%
<b>Total All Departments &amp; Boards</b>	<b>3210</b>	<b>650</b>	<b>2560</b>	<b>80%</b>	<b>1165</b>	<b>46%</b>
<b>Department Totals</b>						
Community & Government Services	339	89	250	74%	104	42%
Culture, Language, Elders & Youth	82	19	63	77%	34	54%
Economic Development & Transportation	126	40	86	68%	39	45%
Education	963	141	822	85%	408	50%
Environment	114	32	82	72%	37	45%
Executive & Intergovernmental Affairs	45	10	35	78%	18	51%
Finance	164	37	127	77%	44	35%
Health & Social Services	690	168	522	76%	246	47%
Human Resources	72	11	61	85%	23	38%
Justice	218	43	175	80%	59	34%
Office of the Legislative Assembly	30	5	25	83%	12	48%
<b>Total GN Departments</b>	<b>2843</b>	<b>595</b>	<b>2248</b>	<b>79%</b>	<b>1024</b>	<b>46%</b>
<b>Corporations &amp; Boards Totals</b>						
Nunavut Arctic College	147	34	113	77%	45	40%
Nunavut Housing Corporation	71	12	59	83%	25	42%
Qulliq Energy Corporation	149	9	140	94%	71	51%
<b>Total Corporations &amp; Boards</b>	<b>367</b>	<b>55</b>	<b>312</b>	<b>85%</b>	<b>141</b>	<b>45%</b>
<b>Total</b>	<b>3210</b>	<b>650</b>	<b>2560</b>	<b>80%</b>	<b>1165</b>	<b>46%</b>

<sup>12</sup> Towards a Representative Public Service; GN Department of Human Resources, June 30, 2004.

## Reviewing Inuit Employment: June 1999 to June 2004

### Category All Departments & Boards

	Beneficiaries				IEP (%)			
	Jun-99	Jun-03	Mar-04	Jun-04	Jun-99	Jun-03	Mar-04	Jun-04
Executive	na	17	14	16	61%	50%	47%	50%
Senior Management	na	19	25	26	22%	18%	23%	23%
Middle Management	na	59	58	61	24%	19%	20%	20%
Professional	na	192	215	213	41%	23%	25%	24%
Paraprofessional	na	420	457	470	47%	57%	59%	59%
Administrative Support	na	307	329	379	64%	81%	84%	86%
<b>Total All Departments, Boards &amp; Corporations</b>	<b>0</b>	<b>1014</b>	<b>1098</b>	<b>1165</b>	<b>44%</b>	<b>42%</b>	<b>45%</b>	<b>46%</b>

### Department Totals

Community Government & Transportation	23	49	53	-	53%	37%	39%	-
Community & Government Services	-	-	-	104	-	-	-	42%
Culture, Language, Elders & Youth	9	19	27	34	90%	58%	66%	54%
Economic Development & Transportation	-	-	-	39	-	-	-	45%
Education	18	401	434	408	47%	46%	49%	50%
Environment	-	-	-	37	-	-	-	45%
Executive & Intergovernmental Affairs	15	19	19	18	45%	50%	53%	51%
Finance	28	41	42	44	43%	34%	34%	35%
Health & Social Services	8	205	232	246	32%	45%	49%	47%
Human Resources	15	23	22	23	68%	37%	37%	38%
Justice	27	55	55	59	36%	31%	32%	34%
Office of the Legislative Assembly	11	14	11	12	69%	48%	44%	48%
Public Works & Services	32	71	74	-	42%	37%	41%	-
Sustainable Development	34	49	54	-	40%	40%	46%	-
<b>Total of GN Depts</b>	<b>220</b>	<b>946</b>	<b>1023</b>	<b>1024</b>	<b>44%</b>	<b>42%</b>	<b>45%</b>	<b>46%</b>

### Board & Corporation Total

Nunavut Housing Corporation	CGT	20	26	25	CGT	37%	43%	42%
Divisional Education Councils	na	ED	ED	ED	na	ED	ED	ED
Health Boards	na	HSS	HSS	HSS	na	HSS	HSS	HSS
Nunavut Arctic College	na	48	49	45	na	44%	40%	40%
Qulliq Energy Corporation				71				51%
<b>Total Board &amp; Corporation</b>	<b>0</b>	<b>68</b>	<b>75</b>	<b>141</b>	<b>na</b>	<b>41%</b>	<b>41%</b>	<b>45%</b>

<b>Total</b>	<b>220</b>	<b>1014</b>	<b>1098</b>	<b>1165</b>	<b>44%</b>	<b>42%</b>	<b>45%</b>	<b>46%</b>
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**Department of  
Justice**

**Business  
Plan**

*2005-2006*

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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 Qaujimagatuqangit.*

### **Our Vision**

*Our vision reflects Inuit Qaujimagatuqangit 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 Qaujimajatuqangit:** 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.

## **Language Services**

The Department of Justice has adopted the Language Guidelines and in the process of implementing many of its recommendations:

- The department has begun to implement the guideline that makes service available in Nunavut's languages at all points of initial public contact, both by telephone and in person.
- Correspondence with Nunavut MLA's, Nunavut mayors and councils, and Designated Inuit Organizations is conducted in the language of preference of the individual or organization.
- The department is replacing all signage with signage that reflects all of Nunavut's languages.
- Department of Justice employees are making contact information at the end of e-mail messages available in all of Nunavut's languages.
- The department's public advertising is being done in all of Nunavut's languages.
- When appointing individuals to boards, agencies, and departmental committees and working groups, the department considers language ability as one important factor.

## **STRATEGIC LINK TO PINASUAQTAVUT**

### **Inuit Qaujimajatuqangit**

The Department of Justice has started to incorporate Inuit Qaujimajatuqangit 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.

Inuit Qaujimajatuqangit is coordinated through a working group called Illiniit. This committee consists of an Inuk representative from each division, the RCMP and the Elder Advisor. Illiniit has expanded to include a representative from Justice Canada under the Victim Assistance Program as well as Nunavut Tunngavik Incorporated. The committee's mandate is to provide advice, direction, and assistance on Inuit Qaujimajatuqangit. There are also many division-specific initiatives incorporating Inuit Qaujimajatuqangit within the department. The Justice department has a representative on its inter-departmental committee called Tuttarviit. Tuttarviit has representatives from each department within Government, which deals with the overall policy development on Inuit Qaujimajatuqangit. The Elder advisor and the IQ Policy Analyst participate in all terminology workshops held by the Department of Culture, Language, Elders and Youth.

Our Elder Advisor continues to play a key role and provides support, guidance, and advice on Inuit Qaujimajatuqangit. The Directorate supports many initiatives and offers staff an "on-the-land" outing to encourage cross-cultural understanding of Inuit culture. The Directorate also continues to support the Akitsiraq Law School Program and its future Inuit lawyers, and is preparing to fund and administer five positions for articling students.

The Diversion Protocol continues to seek alternatives to resolve some cases through Community Justice Committees 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 continues to recruit more Inuit Justice of the Peace in the communities, 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 Correctional Centre (BCC), the Young Offenders Facility, and across the territory that are guided by Inuit 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 or regain hunting and survival skills. Young offenders are offered an

Inuktitut literacy program to encourage Inuktitut education. As well, they are provided with grief and loss counseling that incorporates Inuit cultural tools to cope with pain due to a loss of a family member or friend.

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.

## **Healthy Communities**

The Department of Justice identifies the need for healthy communities by closely involving community members in the administration of justice (e.g., Community Justice Committees), providing support to families who are going through difficult times (e.g., Victims Assistance Program), providing conflict resolution opportunities (e.g. and the Inuusirmut Aqqusiuqtiit Pilot Project) the development of culturally relevant programs for offenders (e.g., Outpost Camps and the Kugluktuk Healing Facility). The Department also involves community elders to 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**

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 court, and more direct community and Inuit input in the operations of Justice at the community level. 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 the need 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 of 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.

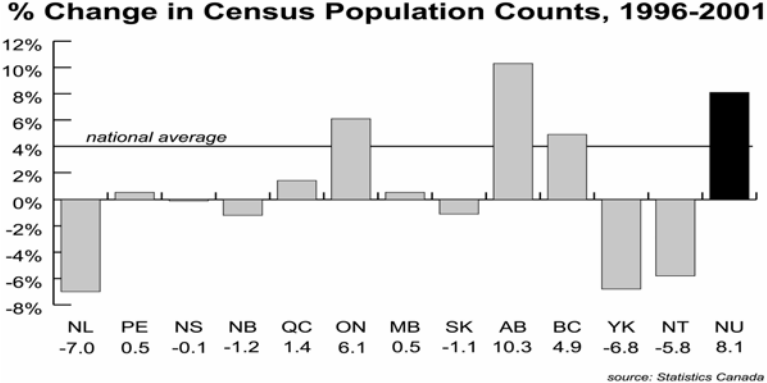
## **Continuing Learning**

The Department of Justice is committed to training and development. Through this commitment the 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 by the University of Victoria in Iqaluit, leading to a Bachelor of Laws (LL.B) degree. 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 part 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. A workshop on Living Works Suicide Intervention is provided on a yearly basis to the staff of the Baffin Correctional Centre, Isumaqsungittukkuvik Youth Centre, Uttaqivik Community Residential Centre and the Community Correctional Officers. The Department also supports the Illiniit Committee who provides learning workshops to all staff in regards to Inuit Qaujimagatuqangit. This continued learning gives the staff an opportunity to learn Inuit values and traditional knowledge.

# ENVIRONMENTAL SCAN

Nunavut faces significant challenges and opportunities as it continues advancing as a growing territory. 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.



The age distribution in Nunavut is also unique from the rest of Canada. In 2001, young people aged 19 and under accounted for 47% of Nunavut’s population, while individuals aged 20 to 64 made up 51%. On the other hand, seniors age 65 and over, accounted for only 2%. As well, men outnumber women, the 2001 census counted 13,480 men and 12,910 women, for a ration of 107.2 men for every 100 women, which is the highest in Canada.

The youth population is distinctively high. Youth as part of the population are most likely to come into contact with the law, and so the high numbers of youth in Nunavut has a direct impact on the Department of Justice.

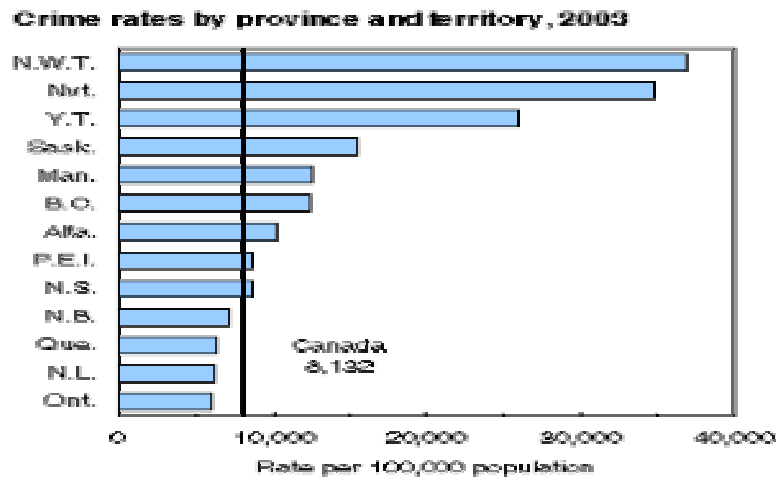
The geographic size of Nunavut and transportation between the territory and southern Canada, and between Nunavut communities, created another exclusive challenge. Most of Nunavut’s population is located in small towns and hamlets spread across large landmass. This results in extraordinarily high travel and shipping costs. Transportation costs also result in the high cost of living, which is 1.6 to 3 times higher than in southern Canada. These costs cause substantially higher costs for the delivery of justice programs.

Housing, or the lack of adequate housing creates additional social problems, such as domestic violence, invisible homelessness and overcrowded homes. The lack of housing creates further complications for program delivery. Without adequate housing we are unable to recruit and retain qualified staff to deliver justice programs that will reflect Nunavummiut.

The national crime rate increased by 6% in 2003, though crime rates increased in all the provinces and territories. The following graphic provides a comparison of the crime rates for 2003.

Province	Violent Crime Rate <sup>2</sup>	Property Crime Rate <sup>2</sup>	Total Crime Code Offences <sup>1</sup> Rate <sup>2</sup>	Total Crime Code Offences <sup>1</sup> 2002-2003 % Change in rate
Canada	963	4,121	8,132	5.5
NL	933	2,611	6,211	3.6
PEI	897	3,598	8,619	9.8
NS	1,199	3,654	8,552	10.5
NB	991	3,034	7,117	6.4
QC	713	3,269	6,407	6.5
ON	784	3,241	6,097	0.7
MB	1,626	5,581	12,474	10.7
SK	2,057	6,613	15,375	12.1
AB	1,100	5,121	10,272	7.7
BC	1,206	6,922	12,372	6.2
YK	3,799	7,421	25,998	-2.1
NWT	6,792	7,220	36,865	13.3
<b>Nunavut</b>	<b>7,943</b>	<b>7,222</b>	<b>34,774</b>	<b>17.9</b>

Source The Daily, July 28, 2004



Source The Daily, July 28, 2004

<sup>1</sup> Total Criminal Code offences also include other Criminal Code offences (excluding traffic) not shown in this table.

<sup>2</sup> Rates are based on criminal incidents per 100,000 population



The reasons for the high rate in each of these areas are complex, but include many social issues such as: high unemployment rate and poverty, low educational attainment, or substance abuse. The need for more culturally relevant programs is necessary for offenders and victims to reduce alienation from the justice system.

Substance abuse is frequently associated with unemployment, family violence, criminal behavior, suicides and accidents; these factors could help explain for the high rates in crime. Substance abuses are not just felt by the justice system, but by a wide range of people, it has destroyed families and individual lives. Tackling and preventing abuse requires the collective efforts of individuals, families, communities, and government and non-government resources.

Domestic violence includes acts of physical violence, sexual, psychological and economic abuse. The Department of Justice with the collaboration with other Government of Nunavut departments are involved with the Violence Against Women Working Group. This Working Group is coordinated by the department and is mandated to increase public awareness and assist victims of violence. The Terms of Reference for the Working Group is currently being developed.

The domestic violence legislation, focuses specifically on the prevention of violence, is being drafted. It is anticipated that it will be introduced in the Legislative Assembly in Spring 2005. The proposed legislation will go far in supplementing the measures that are currently in place. It is imperative that service providers are given the help they need, and that opportunities for the assistance they provide be strengthened by means of more effective support systems for victims and their families. Indeed, without such assistance, the best legislation will be limited in its effectiveness. In addition, Justices of the Peace will be trained to respond to emergency protection orders so that the public has access to justice in their home communities.

Justice programs may not be able to solve the problems generated by the underlying social conditions, but justice programming must take into account the social context in which it functions. Cross-cultural training within the justice system is a dire need; because many of the crimes committed in Nunavut are crimes of related to domestic 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 Qaujimajatuqangit, to help find solutions for these problems. 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.

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 Innuinaqtun.

Communication problems and/or language barriers is another challenge that is preventing the justice system from becoming more accessible to Nunavummiut, including: a critical 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 addressed, 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 culturally sensitive, community-based programs to support victims and families, to prevent crime, and work with offenders in their home communities.
- Nunavut's high crime rate, especially domestic violence.
- 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.
- The high cost of transporting inmates who have no space available in a Nunavut facility to other jurisdictions, and the lack of appropriate programming for Inuit inmates in those institutions.
- Development, in a corrections context, of training programs and materials to deal with substance abuse, mental illness, and Fetal Alcohol System Disorder (FASD).
- 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 for Community Justice 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 Nunavummiut.

## CORE BUSINESS

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

	Budget (\$000)	
	2005-06	2004-05
Advisory and Administrative Services	3,284	2,686
Law Enforcement	20,052	17,975
Legal Services Board	4,314	4,032
Legal Support Services	2,351	2,074
Nunavut Court of Justice	6,015	5,019
Legal Registries	943	770
Corrections and Community Justice	17,050	15,854
Human Rights Tribunal	589	583
<b>TOTAL</b>	<b>54,598</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. This line of business provides the overall leadership, policy development/planning, and financial/administrative support, as well as support to the Akitsiraq 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 act as liaison between the Government of Nunavut and the RCMP, and ensure that policing services in Nunavut meet the needs of Nunavummiut.
- To consider Inuit Qaujimajatuqangit 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>2005-06</b>	<b>2004-05</b>
<b>Deputy Minister's/Assistant Deputy Minister's Office</b>		714	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, and coordinates access to information/protection and privacy requests.</p>			
<b>Corporate Services</b>		1,424	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>		737	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; 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>		409	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 Nunavut Arctic College (NAC) runs the program, and Department of Justice funding is provided to 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 the Federal and Territorial Governments and Inuit Organizations.</p>			
<b>Total, Advisory and Administrative Services</b>		<b>3,284</b>	<b>2,686</b>

**Priorities (2004-05)**

- Strengthening of Inuit Employment Plan implementation;

**Status:** *The Department has hired 12 staff members for the Kugluktuk Ilavut Centre, 10 are Inuit. The department also appointed Inuit Managers of both the Kugluktuk Healing Facility and the Uttakivik Centre. A Manager trainee was also appointed for the Young Offenders Facility.*

- 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 4<sup>th</sup> year. There are currently 11 students expected to graduate in the Spring of 2005. Students will continue with work placements and 5 of the students will be articling within the Department of Justice.*

- Human Rights Bill implementation;

**Status:** *With the passage of the Human Rights Act, the Human Rights initiative moved into the implementation phase. An interim Executive Director was appointed, and the process of hiring the Executive Director and two Human Rights Officers began. Members of the Human Rights Tribunal were appointed, the location of the Human Rights Office was chosen, and the Office itself was established.*

- Develop initiatives, programs and partnerships on “Violence against Women” and “Suicide Prevention”;

**Status:** *A working group was organized to address these issues as they affect Nunavummiut and is coordinated by the Director, Policy & Planning. The mandate of the Working Group is to increase awareness, to identify programs, services and data, and to identify opportunities for joint planning through better exchange of information between departments and organizations. The Department participates in the Senior Officials Healthy Life Style Committee.*

- Continue development of a made in Nunavut Wills Act that reflects Inuit values and customs;

**Status:** *A Legislative Proposal for amendments to the Wills Act has been reviewed and approved. Community consultations took place, providing Nunavut’s communities with the opportunity to provide input into the proposed legislative amendments. These amendments simplify some of the strict requirements for signing wills, without compromising the importance of preventing fraud. Further amendments give the Court authority, in an appropriate case, to validate a will which does not meet the strict requirement of the existing legislation. With this focus on simplification, these amendments help respect the testamentary wishes of Nunavummiut, and thereby help reflect Inuit values and customs.*

- 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;

**Status:** *This initiative is in process; the workshop was held in the winter of 2005.*

- Discussions with other organizations to help specify and clarify traditional knowledge;

**Status:** *The department included the Victim's Witness Assistance Division of Justice Canada and Nunavut Tunngavik Incorporated representatives to sit on the Illiniit Committee. The department has made a presentation to different departments on Illiniit and IQ within the workplace.*

- Informing staff of Illiniit and encouraging them to come forward with new IQ initiatives;

**Status:** *This is a continuous process of gathering new IQ initiatives as well as implementing these initiatives.*

- Development of a newsletter outlining what was accomplished in 2003, our objectives for 2004 and a list of Illiniit members;

**Status:** *The newsletter was created and distributed.*

- Have a word-of-the-day or word-of-the-week in each division, to support the non-Inuit staff learning Inuktitut;

**Status:** *A review was conducted to determine the effectiveness of this initiative. It was decided that a more practical model by integration of Inuktitut spoken in the workplace would be more effective.*

### **Priorities (2005-06)**

- Introduce the Domestic Violence Legislation to the Legislative Assembly;
- Implementation of the Domestic Violence Legislation;
- Amend the *Wills Act*;
- Introduce the *Powers of Attorneys Act* to the Legislative Assembly;
- Amend the *Exemptions Act*;
- Continue development of a Parenting Program with the Family Support Office that reflects Inuit values and practices. This program will be designed to assist parents through the process of separation and divorce and will promote the best interests of the children;
- Incorporate initiatives recommended by Illiniit;
- Continue the newsletter updating employees of incorporated Inuit principles as identified in the Illiniit terms of reference, and listing upcoming cross cultural events, Inuit societal laws, and Inuit Leadership workshops by respected Elders;

- Implement Illiniit recommendations on the findings of the BCC inmate interviews;
- Continue to promote a well-balanced holistic approach to every day tasks and living according to Inuit Qaujimagatuqangit and as directed by the Elder Advisor.

## 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.

Program	Budget (\$000)	2005-06	2004-05
Law Enforcement		20,052	17,975
<b>Total, Law Enforcement</b>		<b>20,052</b>	<b>17,975</b>

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.

### Priorities (2004-05)

- 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;

**Status:** *Youth Justice Committees were established in each of Nunavut’s communities and training was offered on implementation of the new Youth Criminal Justice Act and how to involve victims in the Diversion Process. Applied for and received federal funding in the amount of \$45,000 to train 20 additional Justice’s of the Peace as Youth Court Judges in various Nunavut communities.*



- Partner with the RCMP to increase and improve recruitment efforts for Nunavut and in particular, beneficiary members;

**Status:** *Developed a proposal for Nunavut Arctic College for the Justice Access Program, which will teach people the skills required to enter the RCMP and justice system. It is expected that this program will be in place for the academic session starting in September 2005.*

- Develop and implement plans for community consultation for the Northern Policing Contract;

**Status:** *Nunavut partnered with the Yukon and Northwest Territories to review the Northern Policing Program, to determine how policing in the north should differ from policing in the south, as well as how policing should vary from territory to territory. The results of consultations will be used to adapt policing methods to better serve Nunavut.*

- Utilize the train dog and RCMP member to educate and enforce territorial drug laws with the intent of deterring illicit drug use and trafficking;

**Status:** *The Police Dog and Handler visited numerous Nunavut communities and visited schools as part of an anti-drug campaign. The Police Dog also provided drug detection services during these community visits.*

- Work with community groups to develop treatment and intervention programs in the communities with Justice Committees, which provide counseling that will prevent crime;

**Status:** *This is an ongoing initiative; Justice Specialists work with the Committees to help them secure funding to run crime prevention activities.*

### **Priorities (2005-06)**

- Review and implement the appropriate recommendations from the Northern Policing Review;
- Formalize community visits by the RCMP Dog to conduct education sessions and drug sweeps;
- Fully integrate diversion techniques (diverting criminal matters to the Justice Committees that are normally dealt with by the formal court process) with RCMP policing and crime prevention initiatives.

### **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.
- To develop and co-ordinate territorial and local programs aimed at reducing and preventing the occurrence of legal problems and increasing knowledge of the law, legal processes and the administration of justice.

Programs	Budget (\$000)	2005-06	2004-05
Legal Services Board		4,314	4,032
The Nunavut Legal Services Board provides criminal and family legal aid services through a mixed judicare/clinic/staff lawyer system to the people of Nunavut.			
<b>Total, Legal Services Board</b>		<b>4,314</b>	<b>4,032</b>

### Priorities (2004-05)

- To have all Court Workers fully trained and adequately certified in criminal and civil legal aid services;

**Status:** *A Court Worker trainer was hired and trained 5 of the 11 Court workers. The remaining Court workers will be certified by March 31 2006.*

- To develop software to incorporate client information into the database, prepare all federal and territorial reports and process legal aid applications through this same database;

**Status:** *Software updates complete. Our IT system now tracks clients directly from the Court's database and enters into our Presumed Eligibility system. With all clients in our database, the preparation of federal and territorial reporting will become more accurate and provided in a timely manner. We are working on the final phase to have a web-interface for lawyers.*

**Priorities (2005-06)**

- To have a study completed regarding the standardization and equalization of Court worker’s pay and working environments;
- To begin a strategy for the uniform implementation of Court worker parity throughout Nunavut;
- To have a fully functional Poverty law office located in Iqaluit;
- To develop a workplace policy manual for all staff within the LSB;
- The implementation of a after-hours in-custody toll free line to which all RCMP detachments will have access.

**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>2005-06</b>	<b>2004-05</b>
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<b>Legal and Constitutional Advice</b>		1,291	1,117
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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.

**Public Trustee** 295 304

The Office of the Public Trustee program administers the estates of deceased Nunavummiut in cases where the deceased stated in a will that the Public Trustee was to administer the estate; and where a person dies without a will and there is no one else to look after the estate, and where the family of the deceased wants the Public Trustee to administer the estate.

The Office of the Public Trustee also administers trust funds on behalf of minors and the estates of dependent adults.

**Legislation Division** 765 653

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.

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**Total, Legal Support Services** 2,351 2,074

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**Priorities (2004-05)**

- Manage the increased demand for legal services;  
**Status:** *Legal Division has continued to provide timely and useful legal service to all Departments.*
- Expansion of seminars & group sessions regarding various aspects of the law to client departments;  
**Status:** *Legal Division continues to offer seminars and in-house training to client departments, frequently as a short presentation in part of a meeting or conference or as an issue emerges in a current file.*
- 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;  
**Status:** *The Public Trustee's Office has continued to fulfill its mandate and through the publication of pamphlets in Inuktitut and a 1-800 number has improved access to its services.*
- Commence Statute Revision project;  
**Status:** *Different courses of action are now being considered for this project.*

- Complete consolidation of statutes and regulations in English, French and Inuktitut;

**Status:** *The Division continues to consolidate the statutes and regulations.*

**Priorities (2005-06)**

- Continue consolidation of statutes in English and French and Inuktitut and regulations in English and French, and preparation of the accompanying tables;
- Commence Statute Revision project.

**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, administration of the *Residential Tenancies 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>2005-06</b>	<b>2004-05</b>
<b>Court Administration</b>		4,310	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** 473 271

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** 532 458

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** 395 330

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 a deceased person 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** 102 102

A Rental Officer was appointed to receive, investigate, mediate and adjudicate complaints under the Residential Tenancies Act. A finding of non-compliance can result in a Notice or Order and can be filed in Court and enforced as an Order of that Court.

**Labour Standards Board/Labour Services Administration** 203 179

Labour Services administers the *Labour Standards Act* and its regulations, the *Wage Recovery Act* and *Employment Agency Act*. The Labour Standards Board functions independently to hear appeals under the *Labour Standards Act*.

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**Total, Nunavut Court of Justice** 6,015 5,019

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

- Complete design and award construction contract for the new courthouse;

**Status:** *The courthouse design was completed in the Spring of 2004. Site preparation has started, and construction will take place over the next couple of years with anticipated completion in the Spring of 2006.*

- 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;

**Status:** *As of April, 2004 the Nunavut Court of Justice has both its criminal and civil databases in full production.*

- Develop a culturally sensitive parenting program, within the Family Support Office;

**Status:** *Program has been developed and funding for a 3 year pilot has been successfully negotiated with the federal government.*

### **Priorities (2005-06)**

- Proceed with construction of the Nunavut Justice Centre;
- Improve Services in the Civil Area. The Civil Registry is responsible for administering the Nunavut Court of Appeal;
- Increase training for Justices of the Peace to continue to build capacity for community justice;
- Bring Nunavut Coroners together for training and sharing of experiences and knowledge.

## **Legal Registries**

Legal Registries administers corporate, commercial and land titles laws by processing a variety of legal documents submitted to register interests in land recorded on guaranteed land titles; security interests in personal property; corporations, societies, partnerships and co-operative associations; and stocks, bonds and mutual funds and the advisors and dealers engaged in the sale of those securities in Nunavut.

### **Objectives**

- To promote effective legal and administrative systems to facilitate: land conveyance, financing and other commercial transactions, establishing businesses and non-profit corporations, investment opportunities and economic growth.

- To maintain accurate and current information in the various public registries in accordance with legal requirements.
- To provide enhanced certainty of title to land to support real estate conveyance, lending and other commercial activities.
- To facilitate registration of business and non-profit organizations.
- To ensure that advisors, dealers and companies whose shares are offered for sale treat investors fairly and have fair and efficient access to capital markets.
- To provide advisory and educational services to client groups to maximize the benefits from the regulatory framework administered by Legal Registries.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
<b>Land Titles Office</b>		565	427
To administer the <i>Land Titles Act</i> by reviewing and registering survey plans and various legal documents to create ownership titles and to identify other legal interests and mortgages affecting titled lands. The office also administers the <i>Personal Property Security Act</i> , which enables a lender to register their claim in personal property identified in a security agreement. This registration protects the lender's claim to the collateral and enables future purchasers or lenders to search the registry for prior registered interests.			
<b>Corporate and Securities Registries</b>		378	343
The corporate registry administers the <i>Business Corporations Act</i> , <i>Societies Act</i> , <i>Partnership Act</i> , and certain provisions of the <i>Co-operative Associations Act</i> and <i>Credit Union Act</i> . Submitted documents are reviewed and processed to establish and maintain current information on corporations, societies, partnerships and co-operative associations.			
The securities registry administers the <i>Securities Act</i> , which regulates trading in investment securities. Documents are reviewed and processed to register advisors and dealers who trade stocks, bonds and mutual funds, describe and qualify the shares of public companies and mutual funds that are offered for sale in Nunavut; and consider applications for discretionary relief from some requirements.			
<b>Total, Legal Registries</b>		<b>943</b>	<b>770</b>

**Priorities (2004-05)**

- Work in co-operation with the members of the 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;

**Status:** *The working group met periodically and shared information on projects to streamline and simplify land registration and administration processes*



*including land titles input on: reviews to clear problem surveys, a revised survey review flow chart, development of a land tenure inventory, specific document filings to raise titles on more community land.*

- 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;

**Status:** *Ongoing advisory services were provided to representatives of non-profit societies on filing requirements under the Societies Act; investor education materials were made available to the public on request; and land titles clients such as the public, lawyers, community lands officers, regional lands officers, and government department officials were provided information and advice on filing and other legal requirements to register their interests in land.*

- Develop a replacement Land Titles Daybook database to deal with all land titles filings more efficiently and securely;

**Status:** *The new Daybook database is being developed and is targeted for completion and implementation in February 2005.*

- Co-operate with other Canadian Securities Administrators to develop and propose harmonized securities laws for each jurisdiction;

**Status:** *Monitored development by the Canadian Securities Administrators of a draft uniform securities law and the related stakeholder consultations to support the goal of simplifying and streamlining the Canadian securities regulatory system.*

### **Priorities (2005-06)**

- To collaborate with Nunavut and Federal government officials to improve, streamline and simplify land administration and land registry processes;
- To support the efforts of the Canadian Securities Administrators and the ministers' council on securities regulation and participate in streamlining and simplifying the securities regulatory system.

## **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 alternative-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>2005-06</b>	<b>2004-05</b>
<b>Community Justice and Corrections Directorate</b>		704	710
<b>Community Justice Program</b>		1,780	1,350

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.

To provide alternative-justice to communities and offenders and provide Crime Prevention initiatives to the communities, working in conjunction with community groups providing funding for crime prevention programs and working with offenders in the areas of mediation and diversion. It is important that local responsibilities and accountability be restored, the Justice Committee can contribute to create a fair, just, and supportive community in a manner that is consistent with its traditional values, and provides an alternative to Prosecution in court.

Community Justice Division also coordinated Victims services, to develop policies and guidelines for the Victim Assistance Committee, and to assist community groups in their applications for funding.

The Victims Assistance Fund has been established for community-based projects and activities which support or benefit victims of crime through *Training* geared towards sensitizing and informing community resources workers as to the needs and circumstances of victims of crime; *Direct services* which assist victims of crime through crisis response, personal support, follow-up assistance, victim information, and system referrals; *Public awareness and information* on the rights and responsibilities of victims, available services, the criminal justice system and its procedures, and any issues relating to victims of crime; or *Research* into and the distribution of information about services to victims and the needs and concerns of victims.

**Community Corrections (Probation Services)** 1,599 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.

**Adult Healing Facilities** 1,413 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.

**Adult Institutions and Correctional Camps** 9,440 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. The adult institutions provide programs and counseling to the offenders to meet the Corrections Mission statement. The Corrections Camps provide traditional healing and Inuit Living Skills on the land in all seasons.

**Young Offenders Custody / Open and Secure** 2,114 2,113

To provide open and secure placement for youth offenders as ordered by the court pursuant to the *Youth Criminal Justice Act* (YCJA). The program provides treatment and care to youth sentenced to terms in custody or awaiting trial. The open custody young offenders are sent to the alternative homes to learn to live in a structured environment. The Alternative Homes also provide traditional healing and Inuit living skills on the land in all seasons, spring, summer, fall and winter.

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**Total, Corrections and Community Justice** 17,050 15,854

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**Priorities (2004-05)**

- Open the Kugluktuk Healing Facility for the fall of 2004;  
*Status: The Kugluktuk Healing Facility is scheduled to open in late 2004. The Facility is fully staffed and being trained into their respective positions.*
- Continue to develop more culturally relevant healing programs for adults and young offenders;  
*Status: We continue to offer the programs such as Alternative to Violence and the Kattaq Program that was just developed and implemented that targets offenders with mental health issues. We will be working on continuing to*

*develop programs in conjunction with community groups in Kugluktuk once that facility opens.*

- Develop partnerships with other groups such as the Department of Health and Social Services to develop services for mentally ill offenders;

**Status:** *A committee has been formed with Health and Social Services representatives to review this issue. A joint FMB submission will be submitted requesting funding to hire a Psychiatrist to work and provide services in Nunavut. We are also looking at the development of long term plans to contract with various psychiatric hospitals in other jurisdictions to provide beds for services.*

- Enter into a partnership with Correctional Services of Canada to have Nunavut Justice provide Parole Services to Federal Offenders;

**Status:** *These negotiations are ongoing, and are currently in the hands of the Commissioner of Correctional Services of Canada. We are looking at the information structure that is needed to take on this service. We have an agreement in principle that we will be bringing forward.*

- A review of programs at BCC was conducted, and the department is now implementing changes to make the programs more appropriate for Inuit offenders;

**Status:** *A review of programs is an ongoing basis and the intent of this is to ensure program delivery is appropriate for Inuit Offenders. With Offenders that are in remand, the numbers continue to rise. Alternatives will be looked at, as the current remand clients take limited programs.*

- Victims Assistance Committee – grant funding to applicants that work to help victims of crime;

**Status:** *The Victims Assistance Committee received 9 proposals for funding, 9 were recommended by the Committee and approved by the Minister of Justice.*

- Evaluation of Community Justice Programs in partnership with the federal Department of Justice;

**Status:** *Evaluation of these programs began; the final report was presented and submitted to the Government of Nunavut in May 2004. A strategic planning session is anticipated to review the recommendations.*

- IQ Staff training to be taught by Inuit Elders to reflect cross-cultural training for all staff, and a priority for BCC Correctional Staff;

**Status:** *Members from the Illiniit Committee participated on two separate occasions for a Training Seminar to discuss Inuit in Leadership and Management roles. The Committee met with BCC staff to teach cultural awareness and perspectives of Inuit law and corrections measures.*

- To develop and implement opportunities for IQ training to corrections personnel as well as exploring the delivery of such training to Fenbrook Institution staff located in Gravenhurst, Ontario;

**Status:** *The Government of Nunavut had an interchange agreement with the Fenbrook Institution, where staff from the Department of Justice worked in the Institution and provided liaison between the organizations. Part of the liaisons role at the Fenbrook Institution was to provide cross cultural training and staff from the Corrections Division.*

### **Priorities (2005-06)**

- Develop a plan for the development of a facility for remanded women in Nunavut;
- Expand the Community Corrections Program to include communities that are now currently served by Social Services;
- Develop a long-term plan for the replacement of the Baffin Correctional Centre.
- Develop a plan for the creation of the next Community Correctional Facility fashioned after the facility in Kugluktuk;
- Further enhance community-based justice projects in Nunavut through capacity building at a community level.

## **Human Rights Tribunal**

The Human Rights Tribunal's mandate is to ensure that individuals in Nunavut have equality of opportunity in such areas as employment or hiring-related processes and plans; renting commercial or residential premises; requesting or receiving goods, services, benefits, facilities or contracts which are publicly offered; and notices, signs or other material intended for the public with respect to any of the above.

### **Objectives:**

- Provide a forum to consider human rights complaints of Nunavummiut.

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<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
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<b>Human Rights Tribunal</b>	589	583
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The Human Rights Tribunal hears human rights complaints from Nunavummiut referred to it by the Human Rights Tribunal Office, and makes determinations on how the complaints should be resolved.

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<b>Total, Human Rights Tribunal</b>	<b>589</b>	<b>583</b>
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**Priorities (2004-05)**

- Set up a functioning Human Rights Tribunal;

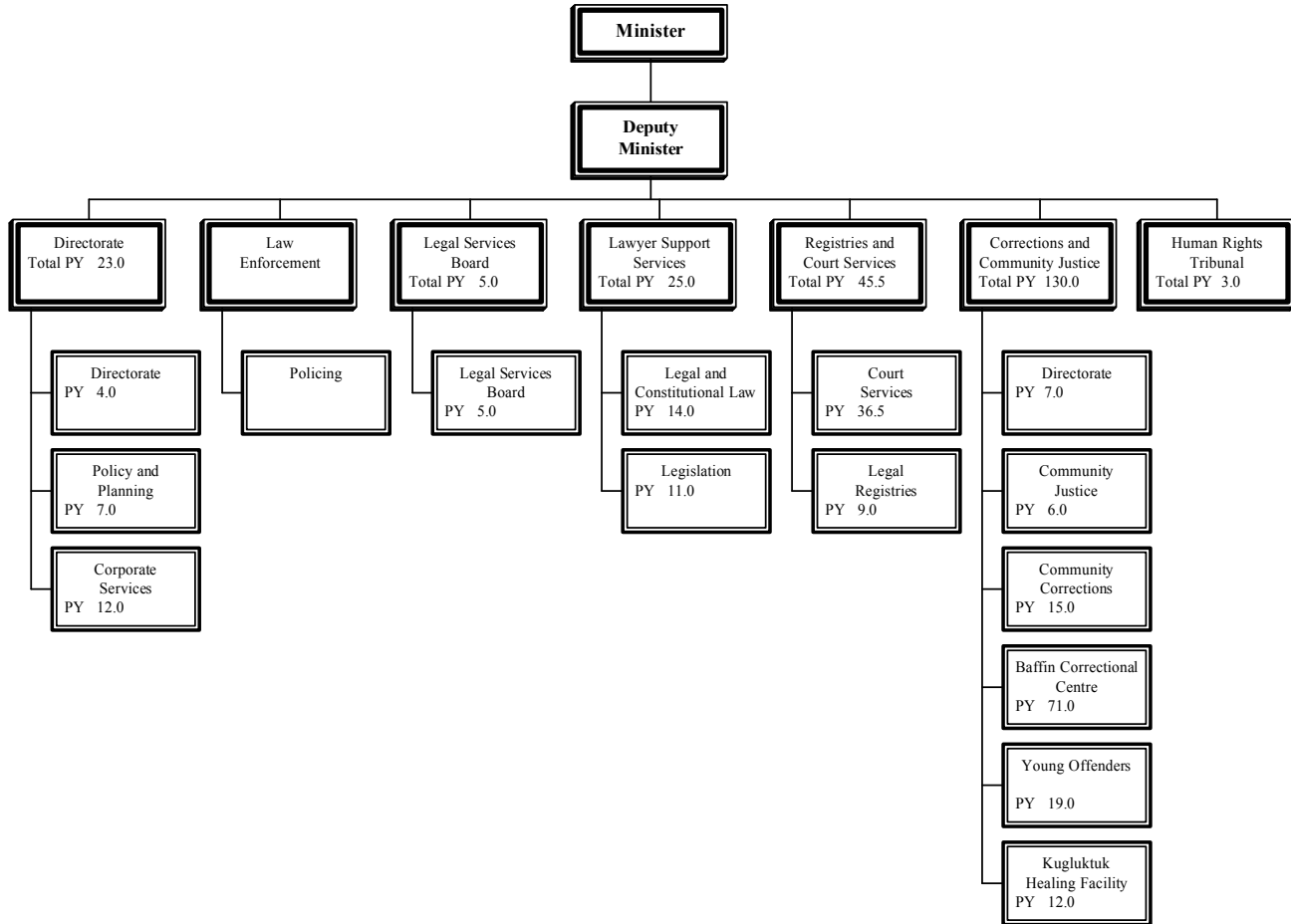
**Status:** *With the passage of the Human Rights Act, the Human Rights initiative moved into the implementation phase. An interim Executive Director was appointed, and the process of hiring the Executive Director and two Human Rights Officers began. Members of the Human Rights Tribunal were appointed, the location of the Human Rights Office was chosen, and the Office itself was established.*

**Priorities (2005-06)**

- Staff the Human Rights Tribunal Office;
- Develop a Public Education campaign.

# APPENDIX I: Accounting Structure and Financial Summary

## Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	223.6
Vote 4/5 PYs	7.9
Revolving Fund PYs	-
<b>TOTAL PYs</b>	<b>231.5</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 of 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**

The Nunavut Human Rights Tribunal's responsibility is to guarantee that every individual in Nunavut is afforded an equal opportunity to enjoy a full and productive life; failure to provide equality of opportunity threatens the development and well being of all persons in the community.

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 Act.

### Financial Summary

Branch	2005 - 2006		2004-2005	
	Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	2,660	23.0	2,027	23.0
Grants & Contributions	169		327	
Other O&M	455		332	
<b>Subtotal</b>	<b>3,284</b>		<b>2,686</b>	
<b>LAW ENFORCEMENT</b>				
Salary	-	0	-	0
Grants & Contributions	-		-	
Other O&M	20,052		17,975	
<b>Subtotal</b>	<b>20,052</b>		<b>17,975</b>	
<b>LEGAL SERVICES BOARD</b>				
Salary	421	5.0	359	5.0
Grants & Contributions	928		928	
Other O&M	2,965		2,745	
<b>Subtotal</b>	<b>4,314</b>		<b>4,032</b>	
<b>LAWYER SUPPORT SERVICES</b>				
Salary	2,165	25.0	1,928	24.5
Grants & Contributions	-		-	
Other O&M	186		146	
<b>Subtotal</b>	<b>2,351</b>		<b>2,074</b>	
<b>REGISTRIES &amp; COURT SERVICES</b>				
Salary	4,055	45.5	3,380	40.5
Grants & Contributions	-		-	
Other O&M	2,903		2,409	
<b>Subtotal</b>	<b>6,958</b>		<b>5,789</b>	
<b>CORRECTIONS &amp; COMMUNITY JUSTICE</b>				
Salary	11,379	130.0	10,349	130.0
Grants & Contributions	1060		680	
Other O&M	4,611		4,825	
<b>Subtotal</b>	<b>17,050</b>		<b>15,854</b>	

<b>HUMAN RIGHTS TRIBUNAL</b>				
Salary	118	3.0	112	1.3
Grants & Contributions	-		-	
Other O&M	471		471	
<b>Subtotal</b>	<b>589</b>		<b>583</b>	
<b>TOTAL</b>	<b>54,598</b>	<b>231.5</b>	<b>48,993</b>	<b>224.3</b>

**Department of  
Culture,  
Language,  
Elders and Youth**

**Business  
Plan**

*2005-2006*

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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 strengthening the culture, language, heritage and physical activity of Nunavummiut. It serves the public and the Government of Nunavut with headquarters based in Iqaluit, Baker Lake, Igloolik, and Kugluktuk.

Culture, Language, Elders and Youth will achieve its mission through: providing leadership within the government by means of the promotion of Inuit Societal Values through the application of Inuit Qaujimagatuqangit approaches to work; promoting the use of Inuit language in the workplace and throughout the territory; promoting access to information and resource materials in Nunavut's 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 by supporting amateur sport and local recreational opportunities in communities, and encouraging ongoing dialogue between Elders and youth and the government.

### Our Mission

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

### Our Vision

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

### Our Principles and Values

- Respecting and building on *Pinasuaqtavut 2004-2009*.
- A work life that reflects Inuit Societal Values through the application of Inuit Qaujimagatuqangit.
- 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 – aajiiqatigiingniq.
- Working in partnership with other departments, governments, non-governmental organizations, Inuit organizations and communities 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.
- Working towards healthy communities.
- Promoting life-long learning.

## **Language Services**

In accordance with the Government of Nunavut's Languages Services Guidelines, the Department of Culture, Language, Elders and Youth has designated positions for serving the public in Inuktitut, Inuinnaqtun and French.

### **In Iqaluit (Headquarters):**

- **Inuktitut:** Manager of Inuktitut Affairs; Inuktitut Terminologist; Policy Analyst; Departmental Receptionist; Deputy Minister; Assistant Deputy Minister; Director of Inuit Qaujimagatuqangit; Director of Policy and Planning.
- **French:** Manager of Francophone Affairs; Senior Policy Advisor; French Editor/Terminologist.

### **In Kugluktuk:**

- **Inuinnaqtun:** Manager of the Translation Bureau; Inuinnaqtun Researcher; Inuinnaqtun Translator (2 positions); Administrative Officer.
- **Inuktitut:** Inuktitut Translator (2 positions).

### **In Igloolik:**

- **Inuktitut:** Director of Community Programs; Divisional Administrative Officer; Development Coordinator (4 positions); Program Officer, Inuktitut Researcher, Inuktitut Translator.

### **In Baker Lake:**

- **Inuktitut:** Divisional Secretary (Sport Nunavut); Sport Development Officer; Secretary Clerk (Library Services).

## **Current Status of Languages Services**

The department is already in compliance with most of the recommended services in the Guidelines, including:

- Providing in-person and telephone services to the public.
- Providing interpreting at public meetings.

- Making available the department's staff list in Nunavut's languages.
- Requiring the use of ICI Standardized Orthography in written communications.
- Requiring the use of standard Unicode fonts.
- Producing correspondence in Nunavut's languages.
- Using letterhead and envelopes with the department's official names as approved by Cabinet.
- E-mail signature blocks.
- Translation of public documents.
- Producing requests for proposals and advertising in Nunavut's languages.
- Making all forms available in Nunavut's languages.
- The posting of all interior and exterior signs in Nunavut's languages.
- Display of other public information.

### **Implementation of Language Services**

- Improvements will be made to the delivery of Inuktitut services at headquarters.
- During the 2005-2006 year, voice mail messages for all employees will comply with the *Language Services Guidelines*.
- During the 2005-2006 year, CLEY will update all of its job descriptions to include a language profile for each position.

## **STRATEGIC LINK TO PINASUAQTAVUT**

### **Inuit Qaujimajatuqangit**

The Department of Culture, Language, Elders and Youth is involved in the promotion and integration of Inuit Societal Values at all levels of its operations. Almost every initiative undertaken by the department is related, in one way or another, to Inuit Societal Values. One major initiative is the coordination of the Inuit Qaujimajatuqangit Katimajiit and Tuttarviit. The Katimajiit is made up of non-governmental members who have expertise in Inuit Qaujimajatuqangit and how it may be implemented throughout government. Tuttarviit is an interdepartmental group consisting of Inuit Qaujimajatuqangit coordinators from each Government of Nunavut department. These bodies are supported by the department's Director of Inuit Qaujimajatuqangit. Tuttarviit draws on the Katimajiit 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 are closely linked to 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 the Inuit language; the establishment of language awards; the promotion of Uqauhirmut Quviahungniq (language week); the implementation 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 culturally-relevant initiatives.

Across all areas of its mandate, the department works towards the vision and principles laid out in *Pinasuaqtavut*.

### **Inuuqatigiittiarniq: Healthy Communities**

The department contributes to the social and cultural health of communities through consultations and development of the Elders strategy as well as the implementation of the *Youth Identity Development Strategy*, including life-promoting 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.

### **Pijarnirniqsat Katujjiqatigiittiarnirlu: Simplicity and Unity**

The department supports simplicity in government processes by coordinating government efforts in terms of advancing Inuit Societal Values through the application of Inuit Qaujimagatuqangit. Our website gives the public easy access to the department and to the Virtual Museum. We also ensure that our public documents are available in all official languages as well as having a toll free number where Nunavummiut can speak with Inuktitut-speaking employees. The department is leading the efforts to develop a new made-in-Nunavut language legislation.

### **Namminiq Makitajunnarniq: Self Reliance**

The department supports the connection between community and government by incorporating traditional activities and local knowledge. In the area of archaeological projects, we involve youth and Elders throughout the projects and hold open houses to share the results of the projects with community members. We also develop local recreational opportunities and competitive sport opportunities, encouraging leadership at the community level. The department also works to bring government to Nunavummiut by supporting the use of Inuktitut as the working language of the Government, by holding regular terminology workshops to develop standard Inuktitut translations for many concepts and expressions used in the daily operation of government.

### **Iippallianguinnarniq: 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. Culture, Language, Elders and Youth has many other initiatives that support learning and promote land and language skills, including consultations with the Inuit Qaujimagatuqangit Katimajiit, recording oral histories for future generations and implementing the Government of Nunavut language guidelines for the government. We are also working in cooperation with other departments towards establishing the Nunavut Cultural School.

## **ENVIRONMENTAL SCAN**

With a population that is 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).

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, and later reaffirmed in Pinasuaqtavut, the vision for the first 20 years of government operations was established as: Inuuqatigiittiarniq: Healthy Communities, Pijarnirniqsat Katujjiqatigiittiarnirlu: Simplicity and Unity, Namminiq Makitajunnarniq: Self Reliance, and Ilippallianguinnarniq: 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 Societal Values through the application of Inuit Qaujimajatuqangit, representative Inuit employment, and Inuit language.

The Government of Nunavut is also committed to recognizing the status and rights of English and French speakers in the territory. The Department of Culture, Language, Elders and Youth has a crucial role to play in this regard, by supporting the implementation of the *Official Languages Act* and the government's *Languages Services Guidelines*.

### **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.

Five decentralized branches work in the areas of Official Languages, Community Programs, Culture and Heritage, Recreation and Leisure, and Sport Nunavut. In Kugluktuk, Official Languages supports the activities of all government departments and agencies through the Translation Bureau, which provides language translation services. Community Programs 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, Recreation and Leisure builds capacity in communities, develops recreational opportunities across Nunavut, and promotes healthy active lifestyles. Culture and Heritage in Igloolik plays a lead role in conserving the traditional culture of Nunavut through its activities in archaeology, toponymy, museums and archives. This branch is also responsible for the activities of the 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.

## **Inuit Employment and 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 a representative level. At the same time, increased representation of beneficiaries to a representative level across all job categories will facilitate making Inuktitut the working language of government.

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

Overall, approximately 73% 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 serve the public in the language of their choice.

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 decrease in some areas but also increase in other areas 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 the population 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, where there was an emphasis on outdoor activity, 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 formal 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. Self-inflicted deaths among youth in Nunavut are 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, including outdoor 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**

The vast majority of Elders are unilingual Inuktitut-speaking people who face challenges in accessing programs and services provided by governments and other organizations. This further highlights the urgency to work towards using Inuktitut in the workplace and to ensure that there are government positions that can provide the services and programs in the language of choice.

There is a unique opportunity for sharing and learning between Elders and community 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, enhanced 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 Societal Values in its daily operations. This inclusion of Elders signals a return to looking at Elders as leaders in society as well as the guardians and teachers 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 artefacts, cultural landscapes, and historic buildings. It also includes vast collections of written documents, photographs, film, oral histories, 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 developed 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, while respecting the rights of English and French speakers.
- The Government of Nunavut requires guidance in integrating Inuit Societal Values through the application of Inuit Qaujimajatuqangit.
- There is a serious concern about the continued transmission of knowledge from the generation of Nunavummiut who grew up on the land.
- A territorial heritage facility is urgently required.
- There is an urgent need to undertake effective life-promoting campaigns amongst Nunavummiut.

- Nunavummiut 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.
- Inuit Employment plans have to be implemented to achieve increased Inuit employment.

## CORE BUSINESS

Culture, Language, Elders and Youth programs:

	<b>Budget (\$000)</b>	
	<b>2005-06</b>	<b>2004-05</b>
Directorate	3,247	2,822
Official Languages	2,192	1,850
Culture and Heritage	3,809	3,533
Community Programs	1,678	1,623
Sport Nunavut	2,834	2,318
Recreation and Leisure	1,876	1,743
<b>TOTAL</b>	<b>15,636</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, Sport and Recreation, Human Resources functions, are all managed from the Iqaluit headquarters office.

### Objectives

- Lead in coordinating Inuit Qaujimajatuqangit approaches in day-to-day activities.
- Provide leadership within the department on increasing Inuit employment.
- Plan for a department with the authority, staff and capacity to achieve its mandate.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
<b>Deputy Minister's Office</b>		366	368

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.

<b>Assistant Deputy Minister's Office</b>	539	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>	398	372
<p>Reporting to the Deputy Minister, the Policy and Planning coordinates strategic planning and develops departmental policy and legislation.</p>		
<b>Corporate Services</b>	811	752
<p>Reporting to the Deputy Minister, the Corporate Services coordinates budget development and control, processes invoices, administers grants and contributions, and provides administrative support services such as records management, human resources, purchasing and information technology to all branches.</p>		
<b>Inuit Qaujimajatuqangit</b>	978	685
<p>Reporting to the Deputy Minister, the Inuit Qaujimajatuqangit division takes the lead on coordinating Inuit Qaujimajatuqangit approaches across the government. This division provides administrative support to the Inuit Qaujimajatuqangit Katimajiit and chairs the interdepartmental Tuttarviit committee.</p>		
<b>Special Advisor Sport and Recreation</b>	155	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>3,247</b>	<b>2,822</b>

**Priorities (2004-05)**

- Coordinate the Inuit Qaujimajatuqangit Katimajiit's review of the *Inuit Qaujimajatuqangit Task Force's Report*;  
**Status:** *Inuit Qaujimajatuqangit Katimajiit is currently reviewing the Inuit Qaujimajatuqangit Task Force Report.*
- Increase Inuit employment within the department from 68% to the long-term objective of 85% in 2008;  
**Status:** *Coordinated the development of plans for Inuit Employment for each branch.*

- Begin the development of new Official Languages legislation;  
**Status:** Initiated *the development of new Official Languages legislation by conducting a feasibility study.*
- Conduct a review of the *Historical Resources Act*;  
**Status:** *Currently under review.*
- Develop policies related to archives, access to information and protection of privacy, geographic names, and the Arts Council;  
**Status:** *Draft versions of the Geographic Names Policy and the Nunavut Archives Policy have been completed. Work on the Arts Council Policy is continuing.*
- Establish the Nunavut Geographic Names Committee;  
**Status:** *Drafting stage, review with key stakeholders.*

#### **Priorities (2005-06)**

- Coordinate between the Inuit Qaujimagatuqangit Katimajiit and Tuttarviit to incorporate culturally-relevant approaches into the workplace;
- Collaborate with other government departments to develop a feasibility study of the Nunavut Cultural School;
- Develop internal communication guidelines for the department;
- Coordinate the implementation of the departmental Inuit Employment Plan.

#### **Official Languages**

Official Languages is responsible for supporting the Government of Nunavut departments in its delivery of services in the official languages and in using Inuktitut as a working language. Official Languages provides translation services to the Government of Nunavut through its Translation Bureau, based in Kugluktuk. Official Languages administers the *Official Languages Act* as well as departmental funding for Inuit language initiatives, and manages the *Canada-Nunavut General Agreement for the Protection of French and Inuktitut Languages*.

#### **Administration of Official Languages Agreement**

Through the *Canada-Nunavut General Agreement for the Protection of French and Inuktitut 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.

Programs	Main Estimates (\$000)	2005-06	2004-05
<b>Language Translations and Operations</b>		1,521	1,401
The Translation Bureau provides translation services in Inuktitut, Inuinnaqtun, French, and English for the Government of Nunavut.			
<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>		371	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.			
<b>Total, Official Languages</b>		<b>2,192</b>	<b>1,850</b>

### Priorities for 2004-05

- Establish a system of quality control for all translations produced by the Translation Bureau;  
**Status:** *Two positions in the Translation Bureau were reclassified to better address quality control for all translations. The branch is also developing a computerized rules checker that will check documents for the correct use of the standardized writing system.*
- Begin work on implementing the Government of Nunavut's new *Languages Services Guidelines*;

**Status:** *Two new positions were created to support the implementation of the Guidelines.*

- Support the work to develop made-in-Nunavut Official Languages legislation and supporting policy;

**Status:** *The branch is leading a Language Legislation Feasibility Study to examine the financial and human resources that will be needed to implement language legislation. The Feasibility Study will be completed by March 2005 and will result in a series of options for the government's consideration.*

- Continue to support departments in increasing the use of Inuktitut as working language of government;

**Status:** *In collaboration with Nunavut Arctic College a new training program for Inuinnaqtun interpreters and translators began in the fall of 2004.*

*The branch continues to stage terminology workshops and to develop and promote new computer tools to enable GN employees to use Inuktitut on the job.*

- Enhance *Asuilaak*, the Nunavut Living Dictionary to make it more accessible to a greater number of Nunavummiut;

**Status:** *A new server was purchased and installed, greatly reducing the time needed to search for information on *Asuilaak*.*

- Conclude negotiations with the federal government on a *Canada-Nunavut General Agreement for the Protection of French and Inuktitut Languages* that will respond to the needs of Nunavut;

**Status:** *The branch is coordinating a comprehensive evaluation of the Inuktitut component of the Canada-Nunavut Co-operation Agreement. This evaluation is required by the federal government before the Canada-Nunavut agreement can be renewed.*

- Promote the use of the ICI writing system, in both syllabics and roman orthography, throughout the government and among the public;

**Status:** *The branch held a focus group in Kugluktuk (*Qurluqtuq*) in August 2004 to clarify the linguistic standards behind the use of the standardized writing system in Inuinnaqtun.*

#### **Priorities for 2005-06**

- Continue work on implementing the Government of Nunavut's *Language Services Guidelines*;
- Support the development and consultation of new made-in-Nunavut language legislation;



- Continue negotiations with the federal government on a *Canada-Nunavut General Agreement for the Protection of French and Inuktitut Languages* that will respond to the needs of Nunavut.

## Culture and Heritage

Culture and Heritage 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, museums, archives and library policies, programs and services. Culture and Heritage oversees library services for Nunavummiut, provides grants and contributions to assist community-based heritage initiatives, and supports the growth and development of Nunavut's artistic community.

### 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.
- 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>Main Estimates (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
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<b>Heritage Operations</b>		1,021	825
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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.

<b>Culture and Communications</b>		250	250
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Culture and Heritage 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

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

**Culture and Heritage Grants and Contributions Program** 366 366

Culture and Heritage provides funding to community-based organizations and individuals undertaking activities that preserve and promote the culture and heritage of Nunavut.

**Registered Heritage Centres Contributions Program** 350 350

Culture and Heritage provides core funding to support the operations of registered community heritage centres.

**Archaeology Program** 87 87

The Nunavut Archaeology Program administers the archaeology (and palaeontology) permitting process for Nunavut and undertakes 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 Nunavut communities, with the Inuit Heritage Trust, and with other territorial and federal government agencies.

**Archives Program** 87 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** 165 165

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 the history and 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.

**Library Services - Central Services** 668 608

Library Services provides resource materials, technical support and program information to 11 community libraries. On-line as well as conventional support will be an ongoing feature of these services. Library Services works with the Gates Foundation to provide additional resources to community libraries such as computers, software and related equipment.

**Community Library Support** 565 545

Culture and Heritage provides contribution funding to support the operations of Community Libraries across Nunavut.

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**Total, Culture and Heritage** 3,809 3,533

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**Priorities for 2004-05**

- Build greater capacity in the branch through staffing of key positions;  
**Status:** *Several key positions have been staffed.*
- 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;  
**Status:** *A Government of Nunavut/Nunavut Tunngavik Incorporated/Inuit Heritage Trust working group has been proposed to facilitate planning for the establishment of a Nunavut Heritage Centre.*
- Completion of the terms of reference and establishment of the Nunavut Geographic Names Committee;  
**Status:** *Draft Terms of Reference have been prepared; establishment of the Nunavut Geographic Names Committee is being planned in coordination with the Inuit Qaujimagatuqangit division.*
- Support the Policy division in a review of the *Historical Resources Act*;  
**Status:** *The Historical Resources Act is currently under review by divisional staff.*
- Support the Policy division in the completion of the *Geographic Names Policy*, *Nunavut Archives Policy*, and *Arts Council Policy*;  
**Status:** *Draft versions of the Geographic Names Policy and the Nunavut Archives Policy have been completed. Work on the Arts Council Policy is continuing.*

- Establish a Nunavut Arts Council as the lead advocate for the promotion and diversification of artistic expression in Nunavut;

**Status:** *The Department is revising the existing Arts Council Policy with the objective of having the policy and Terms of Reference for members completed by the end of the fiscal year. The Department is also reviewing staffing and operational funding requirements associated with the establishment of a Nunavut Arts Council.*

- Continue to promote Nunavut's culture and heritage locally, nationally and internationally;

**Status:** *Ongoing; staff support and work closely with communities; branch activities featured regularly in media; Archives Council Nunavummi held its inaugural meeting in August 2004; major exhibit of Nunavut art opens at the Peabody Essex Museum in December 2004.*

- Raise profile of Nunavut Public Library Services within the government, with patrons and literacy groups;

**Status:** *Ongoing; work with and support communities; promote libraries through the media; network with staff and libraries throughout the Nunavut and other jurisdictions; opening for new Nunavut Public Library Services facility in October 2004.*

- Provide Public Library staff with training opportunities;

**Status:** *Ongoing; workshop with all community libraries in October 2004 to update and educate them on new techniques and technologies, as well as fundraising strategies.*

- Facilitate the move of Library Headquarters to Baker Lake;

**Status:** *Construction of headquarters building and transfer of core services to Baker Lake is on schedule.*

### **Priorities (2005-06)**

- Develop a long-term archaeology training program and a heritage repatriation strategy for Nunavut;
- Provide enhanced geographic names services to Nunavummiut;
- Complete transfer and updating of heritage databases;
- Continue strategic planning for the establishment of a Nunavut Heritage Centre;
- Complete migration of Visionary Technology in Library Solutions automated system;
- Introduce online databases and provide automated circulation for all libraries.

## Community Programs

Community Programs is the community and organizational development arm of the department. Community Programs funds and provides hands-on support for the development of programs for Elders and youth. Community Programs 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>2005-06</b>	<b>2004-05</b>
<b>Community Programs Operations</b>		792	737
Community Programs 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.			
<b>Elders and Youth Programs and Services</b>		886	886
Community Programs 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. Community Programs 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.			
<b>Total, Community Programs</b>		<b>1,678</b>	<b>1,623</b>

### Priorities (2004-05)

- Provide liaison between the department and communities by holding workshops in communities and distributing information on available grants and contributions;

**Status:** *Through a monthly teleconference, the department provided Elders and Youth Committees a chance to share information, ideas and provide mutual and local support.*

- 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;

**Status:** *The implementation of various recommendations from the Youth Identity Development Strategy has included the organization of an on-the-land program, the development of a Youth Committee Toolkit and the selection of three communities who will conduct interviews with Elders using archival pictures.*

- Improve the quality and quantity of information available on departmental programs and services:
  - Promote programs and services offered by the Community Programs branch;

**Status:** *Liaison between the governments of the communities occurred through a monthly teleconference with youth and Elders committees throughout Nunavut. Also the committees have made good use of the toll free number that is set up within the branch.*

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

**Status:** *During the summer, Community Programs organized three Elders' gatherings in addition to actively supporting and participating in suicide prevention workshops and conferences and working collaboratively with other government departments on these initiatives.*

- Develop an action plan to address the needs of Elders/seniors in Nunavut;

**Status:** *During the summer, Community Programs organized three Elders' gatherings as part of working towards the department's Elder Program Development Strategy.*

- Collect oral history in Nunavut communities;

**Status:** *The Community Programs branch collected oral histories from Elders in seven Nunavut communities. This was achieved with the assistance of local interviewers selected and trained by the department.*

- 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;

**Status:** *The Community Programs' staff has traveled to several Nunavut communities to provide information and solicit assistance in the preparation of Elders and youth facilities capital funding.*

### **Priorities (2005-06)**

- Further develop and pursue specific initiatives related to recommendations from the *Youth Identity Development Strategy*;
- Provide liaison between the department and communities by holding workshops in communities and by distributing information on available grants and contributions;
- Implement an action plan to address the needs of Elders/seniors in Nunavut resulting from the Elder Program Development Strategy;
- Collect and document oral history in Nunavut communities.

## **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>Main Estimates (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
<b>Sport Program Support</b>		834	818

These programs are designed to support sport programs in their administration and operations.

<b>Sport Nunavut Programs</b>	2,000	1,500
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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>2,834</b>	<b>2,318</b>
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**Priorities (2004-2005)**

- Develop a plan to increase the number of volunteers in sport, including coaches, and to retain them;  
*Status: Sport Nunavut will continue to provide mentorship and training opportunities to young coaches; and acknowledge the commitment and accomplishments of coaches, officials and contributors in Nunavut Communities as well as deliver a series of introductory level coach training courses throughout the territory.*
- Build capacity with volunteers within Territorial Sport Organizations;  
*Status: Sport Nunavut Staff will facilitate planning meetings with the respective Territorial Sport Organization's to assist the volunteer boards in preparing for developmental opportunities and major multi sport games.*
- Ensure continued access to existing recreational facilities;  
*Status: Sport Nunavut staff assists the individual Territorial Sport Organization volunteers in gaining access to facilities for events through contact with the community District Education Authorities, school principals and hamlet recreation coordinators.*
- Work collaboratively with teachers to improve educational sport programs, services, and opportunities in schools;  
*Status: Sport Nunavut will facilitate the delivery of coaching, officiating and Inuit Games workshops at the Federation of Nunavut Teachers Professional Development Conference as well as continue its collaborative efforts with its partners in education in resource development and delivery.*

**Priorities (2005-2006)**

- Conduct workshops/clinics in developing and promoting traditional sports (Inuit Games) resources and events;
- Deliver a series of introductory level coach training course throughout the territory;



- Assist Territorial Sport Organizations and Nunavut Sport Clubs in the identification, selection, preparation and presentation of Team Nunavut representatives for multi-sport games;
- Seek outside funding that will ensure the continued growth of sport involvement in Nunavut;
- Coordinate the Government of Nunavut's presentation in multi-sport games i.e.: the Arctic Winter Games 2006 and Canada Winter Games 2007;
- Coordinate the Pan Territorial Sport Development Strategy.

## **Recreation and Leisure**

Recreation and Leisure builds capacity in communities through the development of training materials, and workshops. It provides training to recreation personnel, facility maintainers and volunteers, throughout Nunavut. It provides support, both financially and through human resources, for the development of recreational opportunities and leadership at the community level. The branch 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.
- To provide leadership development for volunteers, and recreation personal.
- Through the Active Living Campaign address the level of physical inactivity in Nunavut.
- To provide expertise and financial support for the development of recreational activities.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
<b>Recreation Program Support</b>		884	826
These programs are designed to support recreational programs in their administration and operations.			
<b>Recreation and Leisure Programs</b>		992	917
These programs are designed to 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, facility operations, and volunteers.			
<b>Total, Recreation and Leisure</b>		<b>1,876</b>	<b>1,743</b>

**Priorities (2004-05)**

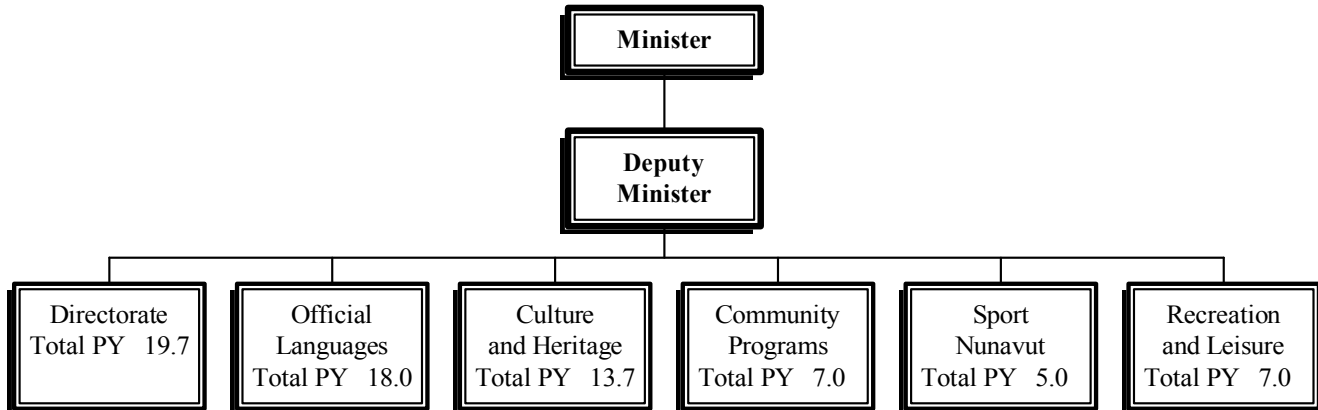
- Promote the concept of active living to all Nunavummiut;  
**Status:** *Developed an Active Living Campaign and held an inaugural territorial Physical Activity Week as well as developing partnerships with other departments working towards a Healthy Living Network.*
- Build capacity at the community level in volunteers and recreation professionals;  
**Status:** *Through the Municipal Training Organization, Active Communities Workshops, Professional Development Workshops, and regional training opportunities, we provided training to recreation leaders, volunteers, and facility maintainers.*
- Ensure continued access to existing recreational facilities;  
**Status:** *Conducted facility usage survey of communities throughout Nunavut.*
- Develop a plan to recruit, recognize and retain volunteers in recreation and leisure;  
**Status:** *A substantial number of Active Communities Workshops were held this year. We developed a Volunteer Campaign and completed supporting materials which will be introduced in the spring, prior to national volunteer week.*
- Work collaboratively with teachers to improve educational activity programs, services, and opportunities in schools;  
**Status:** *In the process of designing a professional development workshop to be held at the Territorial Teachers Workshop in the spring of 2005.*

**Priorities (2005-2006)**

- Create partnerships and develop a Healthy Living Network for Nunavut;
- Host a volunteer symposium to promote volunteerism and provide training for people working with volunteers.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	65.4
Vote 4/5 PYs	5.0
Revolving Fund PYs	0.0
<b>TOTAL PYs</b>	<b>70.4</b>

## Departmental Roles

### 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, Sport and Recreation, Human Resources functions, are all managed from the Iqaluit headquarters office.

### Official Languages

The Official Languages branch is responsible for supporting the Government of Nunavut departments in its delivery of services in the official languages and in using Inuktitut as a working language. The branch provides translation services to the Government of Nunavut through its Translation Bureau, based in Kugluktuk. This branch administers the *Official Languages Act* as well as departmental funding for Inuit language initiatives, and manages the *Canada-Nunavut General Agreement for the Protection of French and Inuktitut Languages*.

### Culture and Heritage

The Culture and Heritage branch 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, museums, archives and library policies, programs and services. The branch oversees library services for Nunavummiut, provides grants and contributions to assist community-based heritage initiatives, and supports the growth and development of Nunavut's artistic community.

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

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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 coordinates 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.

**Recreation and Leisure**

The Recreation and Leisure branch builds capacity in communities through the development of training materials, and workshops. It provides training to recreation personnel, facility maintainers and volunteers, throughout Nunavut. It provides support, both financially and through human resources, for the development of recreational opportunities and leadership at the community level. The branch encourages Nunavummiut to volunteer and engage in regular physical activity/active living for stronger, healthier communities.

**Financial Summary**

Branch	2005- 2006 Main Estimates		2004- 2005 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	2,186	19.7	1,961	18.8
Grants & Contributions	200		0	
Other O&M	861		861	
<b>Subtotal</b>	<b>3,247</b>		<b>2,822</b>	
<b>OFFICIAL LANGUAGES</b>				
Salary	1,305	18.0	1,163	16.0
Grants & Contributions	300		300	
Other O&M	587		387	
<b>Subtotal</b>	<b>2,192</b>		<b>1,850</b>	
<b>CULTURE AND HERITAGE</b>				
Salary	1,406	13.7	1,165	12.7
Grants & Contributions	1,668		1,668	
Other O&M	735		700	
<b>Subtotal</b>	<b>3,809</b>		<b>3,533</b>	
<b>COMMUNITY PROGRAMS</b>				
Salary	776	7.0	721	7.0
Grants & Contributions	500		500	
Other O&M	402		402	
<b>Subtotal</b>	<b>1,678</b>		<b>1,623</b>	
<b>SPORT NUNAVUT</b>				
Salary	510	5.0	494	5.6
Grants & Contributions	2,000		1,500	
Other O&M	324		324	
<b>Subtotal</b>	<b>2,834</b>		<b>2,318</b>	
<b>RECREATION AND LEISURE</b>				
Salary	689	7.0	631	7.5
Grants & Contributions	787		712	
Other O&M	400		400	
<b>Subtotal</b>	<b>1,876</b>		<b>1,743</b>	
<b>TOTAL</b>	<b>15,636</b>	<b>70.4</b>	<b>13,889</b>	<b>67.6</b>

**Department of  
Education**

**Business  
Plan**

*2005-2006*

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## **INTRODUCTION**

The Department of Education is responsible for programs and services that support early childhood activities, schools, post secondary, income support, labour market and adult learning.

The Department of Education offers a range of policies, programs and services to Nunavut residents that encourage and support them to be self-reliant, and to make productive decisions for themselves and their communities. The Department of Education believes in order to meet the needs of Nunavut residents, our work must be based on partnerships. Partnerships include elders as well as consultations with our schools, communities, Nunavut Arctic College, Inuit and business organizations, other Government of Nunavut departments and various levels of government.

The Department of Education will bring about change through teacher training and development, curriculum and resource development, post-secondary education, and training and skills development within Nunavut by Inuit in their language and through their culture.

### **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.*

### **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**

The Department of Education is guided by a set of principles, values and beliefs that shape the decisions of the organization. The Department of Education adopted a set of principles and values that flow naturally from those set out in Pinasuaqtavut. The Department of Education believes that:

- A multilingual environment enriches the community experience.
- Nunavummiut learn from an Inuit Qaujimajatuqangit foundation of culture, history, traditions, heritage, and language.
- Nunavummiut can learn and communicate in their language.

- 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 recognize the importance of different kinds of learning including in the classroom, on the land, in the community, from family members, elders, and, in the workplace.
- 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.
- 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.
- Partnerships are encouraged to continually improve the education system.
- Nunavummiut understand and believe that Nunavut is a part of a larger worldview and welcome ongoing preparation to live in that changing global environment.

### **Language Services**

- The Department of Education is working to have all voice mail messages in Inuktitut and English.
- Signage is in all four languages (Inuktitut, Inuinnaqtun, French and English).
- There is a designated staff person to serve the public in their choice of language.
- Public communication is in all Nunavut's languages.
- All Education staff are encouraged to have their signature block in all Nunavut's languages.
- All business cards for Education staff are automatically printed with all Nunavut's languages included on the card.
- Education is striving to meet the language guidelines in its entirety.

## **STRATEGIC LINK TO PINASUAQTAVUT**

### **Inuit Qaujimajatuqangit**

The Department of Education is dedicated to ensuring Inuit Qaujimajatuqangit becomes the foundation for its programs and services. As a decentralized department, it is critical to ensure Inuit Qaujimajatuqangit is utilized within the organization.

Every effort is exercised to integrate Inuit traditions, values and vision into service delivery, day-to-day operations, and in the development of Early Childhood, K-12, Adult Learning and Income Support programs to include capital planning on new education facilities.

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.

### **Healthy Communities**

The Department of Education 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. Policies developed by the Department of Education will support capacity building at the community. The Department of Education will support the development of a strategy and partnerships to support the healthy development and well-being of children and youth.

### **Simplicity and Unity**

The Department of Education will ensure that all policies and procedures are compliant with Nunavut Land Claims Agreement. The Department is committed to ensuring that programs, services, policies and procedures developed by the Department are fair, understandable and easy to access. The Department will reflect Inuit societal values and foster a sense of Inuit ownership by clearly identifying and implementing practical ways to incorporate *Inuit Qaujimajatuqangit* into the delivery of programs and services.

### **Self Reliance**

The Department of Education will follow the Nunavut Land Claims Agreement when planning and developing government programs and services. The Department will support economic development as a priority through the development of an Adult Learning Strategy targeting people in communities and focus on opportunities for individuals. The Department will also enhance the Income Support System to encourage economic self-reliance and reduce welfare dependency.

## **Continuing Learning**

The Department of Education will develop a made-in-Nunavut Education Act as well as complete K-12 curriculum and related teaching resources ensuring they are relevant to Nunavut. The Department will also develop a Language of Instruction Policy for Nunavut schools and provide the resources required for effective implementation. The Department of Education is committed to graduating bilingual youth who are equipped with the skills and knowledge to succeed in post-secondary studies.

## **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 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 future opportunities and challenges.

### **Population**

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

The number of individuals born each year has been stable for over five years. These numbers 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 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.

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.

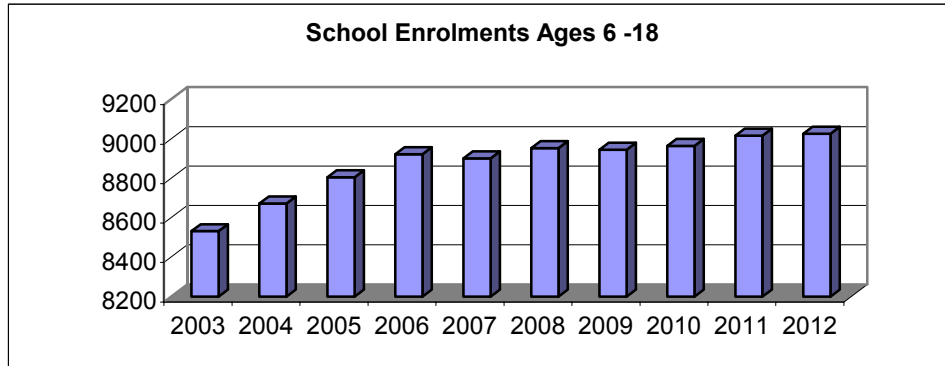
### **Education Levels**

Education levels within Nunavut have shown significant improvement over the last twenty years. Young people are staying in school longer and reaching higher education levels. However, 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.

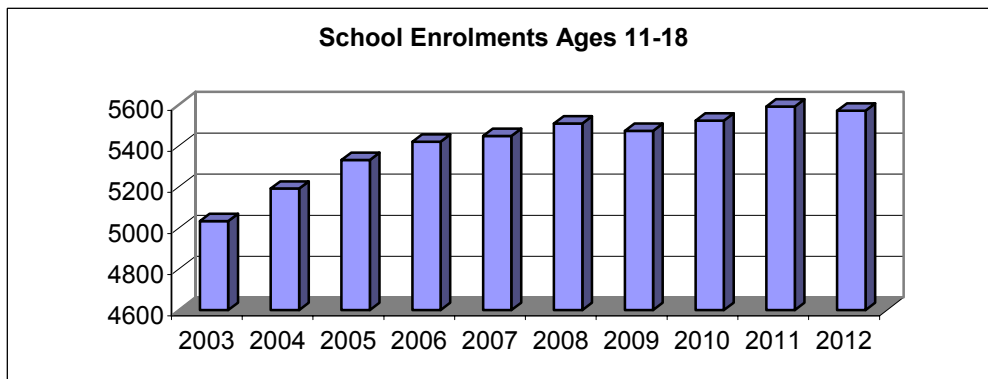
### School Enrolments

Enrolment in Nunavut schools continues to increase each year and this pattern will continue.



Source: Department of Education

The number of children born each year has levelled off. Over the next ten years, the number of children between the ages of 6 and 10 will begin to stabilize. However, overall school enrolments will continue to increase as the number of students in two age ranges (11 to 14 years and 15 to 18 years) increases over the next ten years.



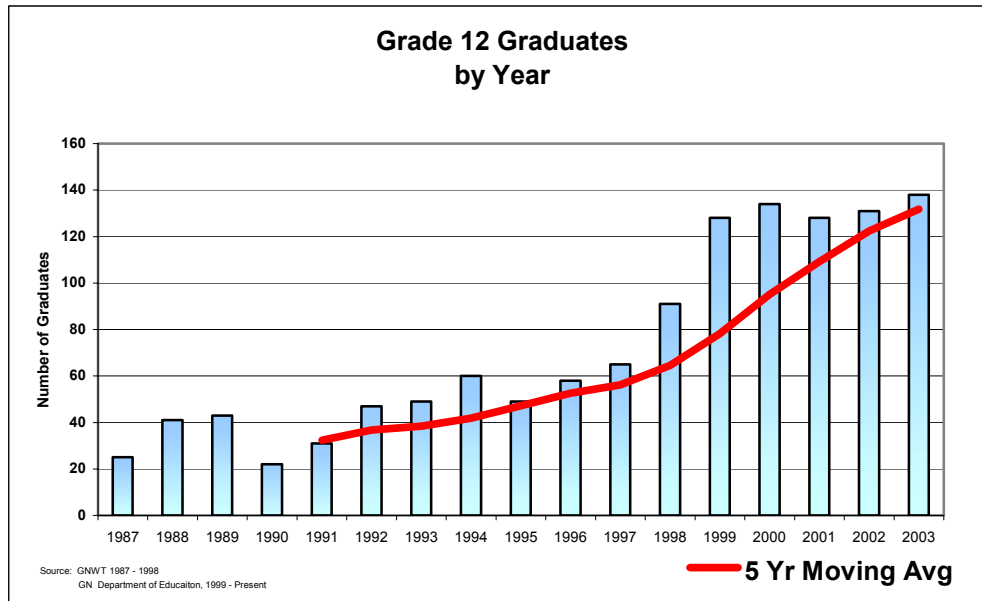
Source: Department of Education

Students enrolled in the elementary grades are moving through the school system. The pressure on Nunavut schools will shift from the early grades to middle and senior high school. There will be an increased need for additional financial resources to maintain service levels at the elementary grades while meeting 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 were gradually extended to include grade 12 programs was successful. Secondly, students recognize that more opportunities exist within Nunavut with a grade 12 diploma. 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 returning 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.

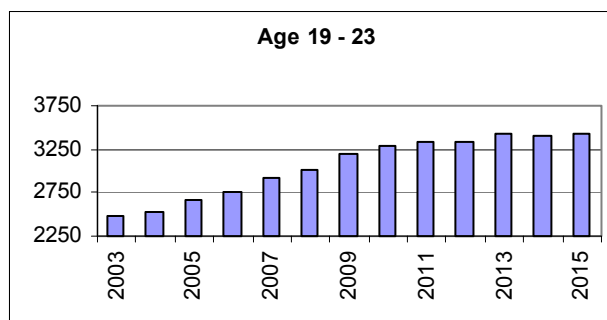
	1999/00	2000/01	2001/02	2002/03
Average Age (Yrs)	19.4	19.3	18.9	19.8
Total Graduates	134	128	131	140
Age 18 or less	51	71	71	73
% Age 18 or less	38.1%	55.5%	54.2%	52.1%
Age 22 or more	23	18	14	25

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 impact Adult Programs and Services. 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 be a major focus of attention for the Department.

The need for additional resources to address the demands of this group will grow. The Department can expect to see demands in the following areas: training requirements; post-secondary opportunities; FANS: Early Childhood services; and Income Support.



Source: Department of Education

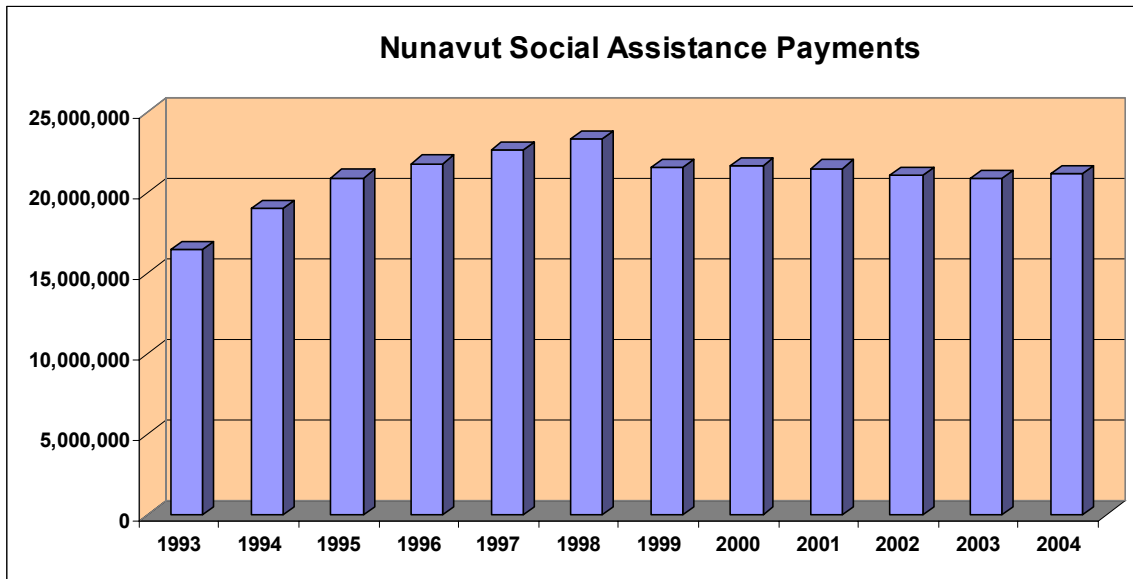
As an example, the total number of individuals accessing Financial Assistance for Nunavut Students during the period of September to December 2003 to attend post secondary institutions grew by 108 individuals over the previous year. Further, the drop out rate decreased from 18% to less than 10%. As the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

## Income Support

Income Support Programs in Nunavut provide security for those individuals most in need. Incentives and various supports for those receiving assistance are built into the program to encourage self-reliance.

The demands placed on the Income Support Program in Nunavut are numerous and continue to grow. These demands are dependent on many factors such as the education and literacy levels of our citizens, readiness for employment opportunities, availability of local employment opportunities and increasing social issues. Many individuals who access Income Support come to the program with multiple barriers to employment making it difficult to achieve and sustain self-sufficiency.

During the past few years, Income Support caseloads and expenditures have been relatively stable with monthly caseloads between 2,800 and 3,000. Approximately 5,500 different heads of household continue to seek income support during the year; this represents over 60% of all households in Nunavut.



Food Allowance under Social Assistance benefit rates were increased by 10% in 2004. This is the first rate increase since 1998. Reported earned and unearned income continues to increase due to the efforts of staff in the field. It is anticipated that substantially more income could be captured if the estimates of earned income derived from traditional activities are reasonably accurate and that this income is accurately reported. This income serves to reduce the amount of social assistance benefits paid and allows for the reinvestment of funds in additional training and employment opportunities across Nunavut.

The demographics of Income Support continue to show a significant trend towards more single person households between the ages of 18 and 25 accessing assistance. As Nunavut's large cohort of young people move to adulthood in the next few years, there may be significant increases in caseloads if training and employment opportunities cannot adequately address this growth.

**NUNAVUT SOCIAL ASSISTANCE CASELOADS PER  
POPULATION<sup>1</sup>**

Comparison December 1999 and December 2003 Caseload

<b>Region</b>	<b>Caseload 2003</b>	<b>Caseload 2002</b>	<b>Caseload 2001</b>	<b>Caseload 1999</b>	<b>% Change</b>
<b>Qikiqtani Total</b>	1,558	1,559	1,610	1,541	1.10%
<b>Kivalliq Total</b>	779	692	652	763	2.10%
<b>Kitikmeot Total</b>	539	545	560	521	3.45%
<b>Nunavut Total</b>	2,876	2,796	2,831	2,825	1.80%

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<sup>1</sup>2003, 2002 and 2001 Caseloads as at December (Dept. of Education) and 1999 December SAS data (unaudited)

## **Critical Issues**

The Department of Education recognizes the challenges faced by Nunavut and believes the following major issues will impact 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 and need to be addressed through changes to the Education Act.
- 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, through changes to the Education Act.
- Recognition of the time and effort involved in meaningful Inuit Qaujimajatuqangit research and its application to Department initiatives such as curriculum and learning resource development.
- Encouraging self-sufficiency and self-reliance of individuals while supporting those individuals with the greatest need.
- Supporting inter-departmental efforts regarding suicide prevention.
- Implementing the NNI Policy, as the Department responds to recommendations concerning the training of apprentices and other contract requirements identified in the new Policy.

## CORE BUSINESS

The Department of Education is one of the largest departments within the Government of Nunavut. The following descriptions are overviews of departmental activity. It should be noted that the “Lines of Business” presented 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 rests with the three regional offices of Career and Early Childhood Services in Panniqtuuq, Rankin Inlet and Cambridge Bay. However, for the purposes of the Business Plan, all aspects of Income Support including 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 2005 – 2006 Main Estimates that present the actual appropriation by branch.

The Department of Education focuses on the following six lines of business:

	Budget (\$000)	
	2005-06	2004-05
Early Childhood Education	2,975	2,825
K-12 Schools	107,391	94,812
Post Secondary	22,466	21,205
Adult Programs	5,571	5,134
Income Support	31,536	29,598
Administrative Support Services	4,285	4,028
<b>TOTAL</b>	<b>174,224</b>	<b>157,602</b>

### Early Childhood Education

The Early Childhood Program offers support for early childhood initiatives from birth to age 6 and for licensed out of school programs for children up to age 12. The Department of Education promotes quality care for children by licensing and inspecting early childhood programs; providing workshops and training opportunities for parents and early childhood educators; providing support and guidance for early childhood programs; and providing support for special needs children.

#### Objectives

- To support families as strong places for early childhood development and for the development of language and culture, values and beliefs.
- To promote awareness of early childhood issues within communities.
- To promote effective parenting based on culturally approach child-rearing.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
<b>Healthy Children Initiative</b>		1,165	1,165
<p>Healthy Children Initiative (HCI) provides funding for communities to develop or enhance programs for prenatal to age 6 with an emphasis on providing early intervention programs and supportive services. HCI provides funding through two programs. The first program is <i>Community Initiatives</i>, which provides funding for the enhancement or development of early childhood programs and services for children 0 – 6 years of age and their families. The second program is <i>Supportive Child Services</i>, which provides funding on an individual basis for children requiring intensive support or specific assistance. Funding is administered through an annual Nunavut-wide proposal call. Proposals are submitted from community early childhood organizations, DEAs or Hamlet offices and administered by regional committees.</p>			
<b>Daycare Grants and Contributions</b>		1,660	1,660
<p>Community daycare centres are licensed by the Department of Education under the Child Day Care Act. Regional Offices are responsible for issuing start up grants to new daycares, ongoing program contributions, inspecting the centres annually, and providing licensing support. The Department of Education is also responsible to train licensing officers.</p>			
<b>Young Parents Stay Learning (New Initiative)</b>		150	0
<p>This is to provide day care spaces for children of parents under the age of 18 and, therefore, are not eligible for assistance through the day care subsidy program. The Department of Education, through its Regional Offices and local high schools, will provide funding to cover costs of childcare in order to encourage young parents to complete their studies.</p>			
<b>Total, Early Childhood Education</b>		<b>2,975</b>	<b>2,825</b>

**Priorities (2004-05)**

- Encourage the involvement of Elders and make Inuktitut the language of work and care in childcare centres;

**Status:** *In most communities, the childcare centres have Inuktitut or Inuinnaqtun as the workplace language.*

- 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;

**Status:** *Continued work to develop an inventory and database of resources, policies, programs and services for children and youth in Nunavut. Continued to develop networks nationally and across the territory to develop a strategy that reflects the needs of Nunavummiut.*

- Accessing the ECD Agreement funding and create programs to promote healthy pregnancy, birth & infancy, and parenting & family supports;

**Status:** *Completed and distributed the Early Learning & Child Care Baseline Report for 2002/2003.*

- Increase awareness in communities of early childhood programs to ensure children are ready for school;

**Status:** *Ongoing work to develop communication tools that improve awareness across Nunavut.*

- Develop a strategy that will address the funding issues faced by daycares;

**Status:** *Proposed a new funding formula to provide stable and reliable funding to licensed facilities.*

- 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;

**Status:** *Conducted research with Kindergarten teachers to understand the issues. Strengthened efforts to improve movement between early childhood programs and student support teams.*

- Support the ongoing training of Early Childhood Education to the teachers working in the licensed programs;

**Status:** *Nunavut Arctic College and regional Aboriginal Human Resources Development Agreement (AHRDA) holders provided training in early childhood education.*

### **Priorities (2005-06)**

- Support the development of additional licensed childcare facilities in larger communities;
- Implement programs that promote healthy pregnancy, birth and infancy, and parenting and family supports, including the Young Parents Stay Learning program.



## K-12 Schools

The K-12 School Programs and Services are directed at schools across Nunavut. It includes the delivery of Kindergarten to Grade 12 instruction, support services to students, teacher training, support to District Education Authorities (DEAs – Note: DEAs includes the Commission Scolaire Francophone de Nunavut throughout the document), curriculum and resource material development, teacher professional development, coordination of the educational leadership program and administration.

### Objectives

- To provide quality classroom instruction to all K-12 students across Nunavut within their community.
- To develop curriculum, support services and learning resources that meet the linguistic and cultural needs of Nunavut students.
- To support DEAs in a manner that fosters cooperation between schools, communities and families.
- To ensure all teachers meet certification standards and support the ongoing professional growth of teachers and principals in Nunavut.
- To provide a public education system that focuses on graduating bilingual youth who are equipped with the skills and knowledge to succeed in post-secondary studies.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
<b>Kindergarten – Grade 12 instruction</b>		78,009	66,782
Provides support to schools across Nunavut for the delivery of the Kindergarten through Grade 12 educational program. This support covers salary, operations and maintenance costs related to the delivery of the K-12 program.			
<b>Support to District Education Authorities</b>		9,772	10,423
Provides contribution for administration and delivery of educational programs to DEAs.			
<b>Inuit Educational Leadership</b>		354	312
Provides support for on-going training and development for Inuit educators to take on educational leadership positions within the school system. These costs assist teachers who attend the Educational Leadership Program and/or other training opportunities.			
<b>Teacher Education Strategy</b>		1,879	1,879
Provides support for Inuit education leadership and the delivery of teacher education programs and is linked with the Inuit Employment Plan and Article 23.			

<b>Teacher Professional Development</b>	2,077	1,877
Provides 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 professional development opportunities.		
<b>Curriculum &amp; School Services</b>	5,380	4,637
This program pays for the administration and delivery of K-12 curriculum development, support for the Teaching and Learning Centres, student support and DEA development. Curriculum coordinators are engaged in rewriting curricula and resources for K-12 in Nunavut.		
<b>Director's Office – Curriculum &amp; School Services</b>	211	200
Provides overall direction and administration for student records, teacher certification and school programs reviews through the new School Services section in Panniqtuuq.		
<b>School Operations – Regional</b>	9,510	8,702
Regional School Operations provide services and ongoing support to District Education Authorities, program support and supervision of 42 schools (K-12) across Nunavut.		
<b>Commission Scolaire Francophone</b>	199	0
Provides contribution for administration and delivery of French educational programs.		
<hr/> <b>Total, K-12 Schools</b> <hr/>	<hr/> <b>107,391</b> <hr/>	<hr/> <b>94,812</b> <hr/>

**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 Qaujimagatuqangit;

**Status:** *Completed community and DEA consultation regarding Language of Instruction models for Nunavut.*

- 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;

**Status:** *Cabinet approved a four-year Bilingual Education strategy.*

- Review the structure of the Curriculum and School Services Division to determine how to streamline and integrate the work of various sections;  
**Status:** *Completed a review of the Curriculum and School Services Division, which focused on strengthening the school services capacity within the Department.*
- Through consultations, develop a philosophy of education outlining foundational beliefs for K-12 programming in Nunavut, using Inuit Qaujimajatuqangit as a basis;  
**Status:** *Completed the consultation and developed a draft Curriculum Framework implementing the six Inuit Qaujimajatuqangit principles. There will be ongoing training and in servicing of this work with regional school operations and schools.*
- Establish a profile for schools based on Inuit Qaujimajatuqangit, develop a related framework for school reviews and conduct operational reviews to ensure consistency in the delivery of curriculum and assessment of students;  
**Status:** *Ongoing. Identified a dedicated PY to develop frameworks for school reviews and conduct operational reviews.*
- Review the regional teacher performance appraisal processes, develop a Nunavut-wide approach, including recognition of teacher excellence, and conduct teacher performance appraisals;  
**Status:** *Ongoing. Refocused the work to develop a model for principal evaluations and growth planning.*
- 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;  
**Status:** *Ongoing. Developing the process for consultation as well as timelines for the work to be implemented.*
- Complete program development for the new secondary school program options, and develop the plan to implement new options over the next five years;  
**Status:** *Completed research and compiled report to identify implementation plan.*
- 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;  
**Status:** *Completed research on current options and best practices. Identifying potential pilot projects.*
- Continue, and accelerate as possible, the development of Inuktitut curriculum materials;

**Status:** *Ongoing through the implementation of the first stage of the Cabinet-approved Bilingual Education Strategy.*

- Create Stay-in-School initiatives for students in Grades 7-12;

**Status:** *Identifying initiatives to implement as pilot projects.*

- 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;

**Status:** *Started review of the Teacher Education Program, which will be refocused to address additional issues identified in the first stage of the review.*

- Complete the Language of Instruction Strategy and work with partners to implement various aspects in schools and communities;

**Status:** *Completed Language of Instruction Strategy, Cabinet-approved the models for LOI and the Department is circulating a language survey to schools prior to planning the content/process of developing long term community language plans.*

- Complete the Directive on Inclusive Education;

**Status:** *Finalizing the Directive on Inclusive Education.*

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

**Status:** *For the first time, Nunavut offered the Educational Leadership Program independently of the NWT. Started to redefine and restructure the Educational Leadership Program.*

### **Priorities (2005-06)**

- Continue to develop and implement the Bilingual Education Strategy;
- Implement initiatives related to integrating IQ into school, regional operations, professional development and educational leadership activities, through training workshops for Regional School Operations, a teacher orientation website and by integrating IQ into Educational Leadership Program;
- Develop and implement initiatives that support schools in developing welcoming, safe and caring environments for students, staff and parents by revising school growth plans, sponsoring student leadership projects, sharing of best practices across Nunavut, and providing assistance to Regional School Operations on building capacity of DEAs, parents and staff through establishment of DEA steering committee;

- Implement plans to support students with Special Needs, through additional resources for educational assessment specialist, additional student support staff and training;
- Undertake the development of initiatives to address drop out rates;
- Complete new staff evaluation and growth planning procedures by completing the development of school review procedures that identify strengths and goals and by revising the principal and teacher evaluation criteria;
- Implement initiatives to improve student assessment in Nunavut schools;
- Implement the updated School Funding Formula;
- Develop and implement new spending accountability procedures for Student Support resources;
- Establish a profile for schools based on Inuit Qaujimajatuqangit, 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 the Directive on Inclusive Education;
- Provide support for the establishment and implementation of the Commission Scolaire Francophone;
- Advance and ensure that Inuit Qaujimajatuqangit is integrated into the curriculum through the support of elders working with the Department of Education;
- Advance and ensure that Inuit Qaujimajatuqangit is integrated into the schools and early childhood programs by supporting Inuit leadership styles through the ongoing development of Co-Principals. The Department of Education will also expand the use of elders as teachers to preschoolers in Early Childhood Programs;
- Complete the content and process of long term community language plans, pilot the process in several communities and revise for use across Nunavut.

## Post Secondary Education

Post secondary education (PSE) capacity can be defined, as the resources needed to meet current and future social and economic demands. Nunavut has one public college, which offers certificate and diploma programs, as well as articulation, transfer and accreditation agreements with southern universities and colleges for degree programs. Currently there is only one trades program offered, which leads to completion and retention issues. Students who require other PSE must travel out of the territory.

The Department of Education 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

- To increase the number of Inuit accessing post-secondary programs
- To increase the number of Inuit accessing professional programs

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
<b>Nunavut Arctic College</b>		15,707	14,528
The Department provides base funding for Nunavut Arctic College. 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 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>		6,490	6,421
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.			
<b>Adult Learning</b>		269	256
The Director's Office oversees the delivery of programs in adult literacy, apprenticeship, Student Financial Assistance.			
<b>Total, Post Secondary</b>		<b>22,466</b>	<b>21,205</b>

**Priorities (2004-05)**

- Seek partners to enhance FANS suitability for students pursuing high needs occupations;

**Status:** *Ongoing discussions.*

- Address recommendations from FANS report;

**Status:** Reviewed FANS Guide to ensure consistency with Act. Continuing to enact recommendations identified in the review of the FANS Guide.

**Priorities (2005-06)**

- Seek partners through ongoing discussions and specific sector initiatives to enhance FANS suitability for students pursuing high needs occupations.

**Adult Programs**

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

Adult Programs within the Department of Education focus on Literacy, Career Development, Apprenticeship Training, and Training on the Job and Trades Education programs.

**Objectives**

- To increase the number of Nunavummiut accessing trades programs
- To increase the number of individuals accessing post secondary programs
- To develop more career development programs at the community level including basic literacy, pre-employment, certificate, diploma and degree programs
- To increase future skilled employment opportunities for Nunavummiut by opening a Nunavut Trades School by the end of the Second Legislative Assembly

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
<b>Career Development</b>		100	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.

**Apprenticeship Programs** 1,188 1,146

The Apprenticeship Program provides financial and other student support services for apprentices accessing training programs. Activities include encouraging and gaining employer involvement and involve private sector employees. This program area provides policy direction, administration, program development, national coordination, and certification on matters related to apprenticeship in Nunavut and includes maintaining a indentured apprentice registry; facilitating the Nunavut Apprenticeship, Trade and Occupations Board; and undertaking initiatives with training providers and employers to ensure apprenticeship opportunities are available to Nunavummiut.

**Adult and Trades Education** 243 243

Adult and Trades Education provides partnership funding to Trades Education programs operating at the community level. This initiative provides opportunities for the delivery of trades and pre-trades programming to those who would otherwise not have reasonable access to such opportunities.

**Literacy** 382 218

Literacy funding supports literacy in partnership with other agencies with a focus to improve adult literacy across Nunavut. This funding also includes General Educational Development (GED) testing in Nunavut.

**Training on the Job** 844 844

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 and training opportunities for those needing additional skills and work experience.

**Career and Early Childhood Services – Regional** 2,814 2,589

The regional offices oversee the delivery of the income support program, Daycare User Subsidy, Senior Fossil Fuel Subsidy, career development, Training on the Job and apprenticeship in the regions as well as maintain financial information at the regional level.

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**Total, Adult Programs** 5,571 5,134

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**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;



**Status:** *Ongoing. Completed Terms of Reference with NTI. Completed and tabled the discussion paper. Completed several industry assessments.*

- Conduct a trades facility assessment;

**Status:** *Completed trades facility assessment in Kitikmeot, Kivalliq and Baffin regions.*

- 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;

**Status:** *Completed proposal for the Aboriginal Skills Employment Program and ongoing work with Human Resources and Skills Development Canada. Ongoing work with NTI related to Article 23.*

- Create stay- in-school initiatives for adult programs;

**Status:** *Researched initiatives for young parents less than 18 years to access daycare while continuing their education, including the Young Parent Stay Learning initiative.*

- 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;

**Status:** *Discussion and identification of options is underway. Clarifying roles and legislative requirements.*

### **Priorities (2005-06)**

- Complete the Adult Learning Strategy, Trades Training Strategy and Mine Training Strategy;
- Complete a feasibility study on a Nunavut Cultural School;
- Complete feasibility study on a Nunavut Trades School;
- Complete analysis of the Red Seal Skills program, in order to ensure requirements under the inter-provincial Red Seal certification program for journeypersons in trades are met;
- Seek partners, including the private sector, to provide funding wide range of trades training that would be offered in Nunavut.

## 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 Pinasuaqtavut, 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>2005-06</b>	<b>2004-05</b>
<b>Income Support (Social Assistance)</b>		24,414	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.

<b>Day Care Subsidy</b>	505	505
<p>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.</p>		
<b>Senior’s Fuel Subsidy</b>	130	130
<p>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.</p>		
<b>Territorial Senior Supplement Benefit</b>	1,012	914
<p>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.</p>		
<b>Building Careers – Training</b>	889	889
<p>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.</p>		
<b>Community Income Support Delivery</b>	1,503	1,503
<p>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.</p>		
<b>Social Assistance Administration – Regional</b>	1,863	1,693
<p>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.</p>		
<b>Income Support – Director</b>	1,001	939
<p>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.</p>		

**Income Support – Program Compliance** 219 211

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>31,536</b>	<b>29,598</b>
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**Priorities (2004-05)**

- Develop alternatives for individuals on Social Assistance;  
**Status:** *Ongoing. Developed Transition to Work program that provides financial incentives for recipients obtaining full-time employment during the transition from income support to work.*
- Work to improve the Income Support program for participants;  
**Status:** *10% increase in food scale starting 01 June 2004. Received approval to exempt the federal child disability benefit as unearned income.*
- Develop partnerships and options to improve support for training linked to Income Support;  
**Status:** *Ongoing. Continue to develop partnerships and redefine Labour Market Development Agreement (LMDA). Encourage career development officers to explore training with Aboriginal Human Resource Development Agreements.*
- Develop and implement an electronic case management system for use across Nunavut;  
**Status:** *Ongoing. Reviewed tender and working with Community Government and Services to identify resources.*
- Continue implementation of training courses in counselling for Income Support Workers;  
**Status:** *Refocused into statutory, compliance and program training for Income Support Workers.*
- Continue work on changes to the Social Assistance Regulations;  
**Status:** *Moved forward on changing payment priority. Removed “food first”.*

**Priorities (2005-06)**

- Enhance the Nunavut Income Support Program to encourage economic self-reliance and reduce welfare dependency;
- Implement the 5% increase in Food Allowance benefits;
- Implement the exemption for co-operative refunds (dividends) under the Social Assistance Regulations;
- Develop partnerships and options to improve support for training linked to Income Support;
- Implement an electronic case management system for use across Nunavut.

**Administrative Support Services**

Administrative Support Services includes the Directorate that provides overall direction and leads the Department. The Deputy Minister and Assistant Deputy Ministers provide advice to the Minister and Cabinet on matters relating to the Department. They also ensure implementation of ministerial direction and government policy. Policy and Planning, Corporate Services and the Inuit Qaujimagatuqangit Coordinator are all managed from the Directorate.

**Objectives**

- To provide management and support across the Department.
- To provide strategic direction for the Department and lead departmental planning and evaluation efforts and initiatives.
- To provide transparency and accountability through financial and administrative management.
- To ensure ongoing implementation and integration of IQ into the operations of the Department.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
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<b>Directorate</b>		1,222	1,163
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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.

**Policy** 982 914

The Policy and Planning division has three areas of responsibility including policy and communications. The Policy section 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. This division also works to ensure effective communication within the Department, the GN and with Nunavummiut

**Corporate Services** 2,081 1,951

The Corporate Services Director's Office administers four areas including Finance and Administration; Human Resources; Capital Planning; and Information Systems/ICT (Integrated Computer Technology). This division provides direction for financial services to all sectors of the Department.

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**Total, Administrative Support Services** 4,285 4,028

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**Priorities (2004-05)**

- Carry out a reform of the K-12 Educational system that incorporates Language of Instruction; Inuktitut Curriculum Development; and Options for students for graduation;

**Status:** *Completed community and DEA consultation regarding Language of Instruction models for Nunavut. Cabinet approved Bilingual/Bicultural Education Strategy. Completed research and compiled report on multiple options for students.*

- Preparing studies and reports on Adult Learning Strategy; Labour Force Analysis; and responses and direction to previously released reports;

**Status:** *Ongoing. Completed Terms of Reference with NTI. Completed and table the Adult Learning Strategy discussion paper. Completed several industry assessments.*

- Move forward with changes to Education Act and Regulations; Social Assistance Act Regulations; and Student Financial Assistance Regulations;

**Status:** *Worked with NTI to identify a work plan and Terms of Reference to move forward in the development of a Made-in-Nunavut Education Act.*

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

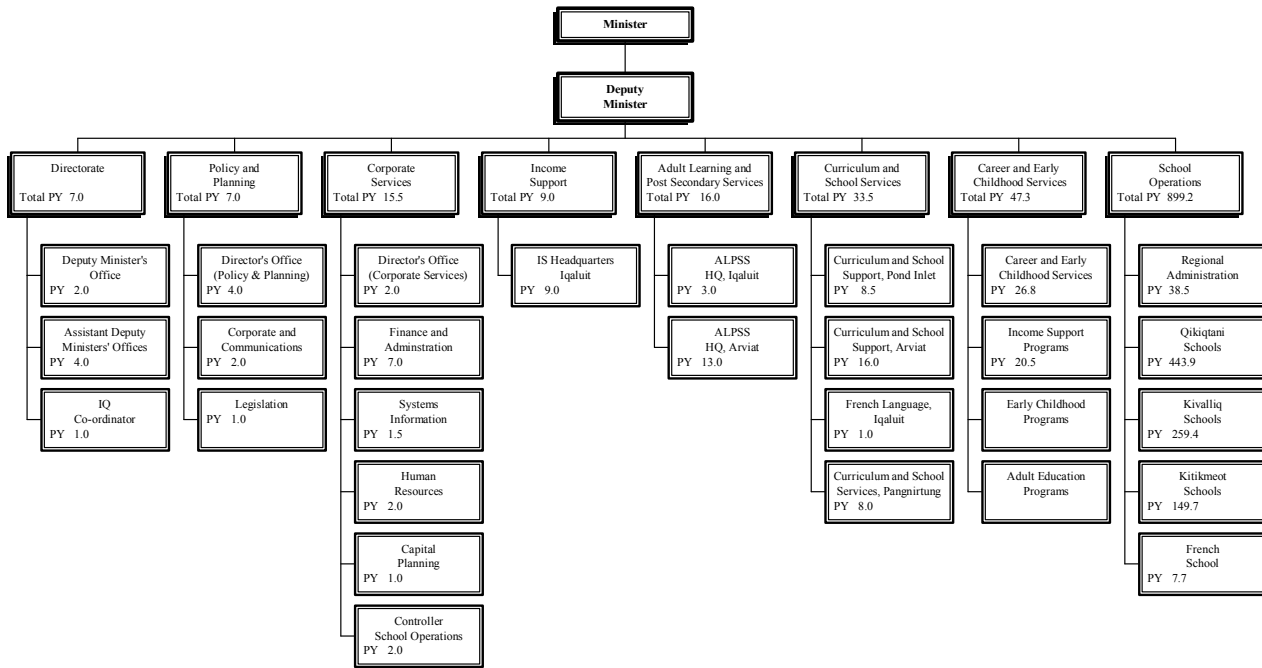
**Status:** *Completed community and DEA consultation regarding Language of Instruction models for Nunavut. Developed the process for consultation as well as timelines for work to be completed on the School Funding Formula Review.*

**Priorities (2005-06)**

- Develop the legislative review and amendments to the Made-in-Nunavut Education Act;
- Improve the recruitment, training and mentoring of Inuit to increase employment and retention in all program areas of the Department, consistent with the Inuit Employment Plan;
- Develop and implement a departmental communication strategy;
- Establish the Homelessness Secretariat in order to provide contribution funding to agencies responsible for providing programs and services to the homeless in Nunavut;
- Advance and ensure that Inuit Qaujimajatuqangit is integrated into the workplace. This work will be monitored through the Inuit Qaujimajatuqangit coordinator and the departmental Inuit Qaujimajatuqangit committee;
- Ensure all policies, directives and communication materials are reviewed by the Inuit Qaujimajatuqangit coordinator for appropriateness and modified as required;
- Advance Inuit Qaujimajatuqangit within the capital planning process.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	1,024.7
Vote 4/5 PYs	9.8
Revolving Fund PYs	0.0
<b>TOTAL PYs</b>	<b>1,034.5</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 co-ordination, 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, co-ordinating consultations on new initiatives, development of standards and guidelines and general departmental information. In specific terms, the three sections include Policy, Communications and Legislation.

### **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 Panniqtuuq, 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 Panniqtuuq, 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 branch and are responsible for program and material development in Inuktitut and Inuinnaqtun.

A new section managing School Services such as Student Records, Teacher Certification and School Program Review has also been established in Pangnirtung.

### **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. The 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	2005 - 2006		2004 - 2005	
	Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	955	7.0	906	6.0
Grants & Contributions	100		100	
Other O&M	167		157	
<b>Subtotal</b>	<b>1,222</b>		<b>1,163</b>	
<b>POLICY AND PLANNING</b>				
Salary	758	7.0	732	7.0
Grants & Contributions	0		0	
Other O&M	224		182	
<b>Subtotal</b>	<b>982</b>		<b>914</b>	
<b>CORPORATE SERVICES</b>				
Salary	1,657	15.5	1,422	14.5
Grants & Contributions	0		20	
Other O&M	424		509	
<b>Subtotal</b>	<b>2,081</b>		<b>1,951</b>	
<b>INCOME SUPPORT</b>				
Salary	916	9.0	846	9.0
Grants & Contributions	0		0	
Other O&M	1,316		1,218	
<b>Subtotal</b>	<b>2,232</b>		<b>2,064</b>	
<b>ADULT LEARNING &amp; POST SECONDARY SERVICES</b>				
Salary	1,652	16.0	1,488	15.0
Grants & Contributions	21,562		20,383	
Other O&M	638		488	
<b>Subtotal</b>	<b>23,852</b>		<b>22,359</b>	
<b>CAREER &amp; EARLY CHILDHOOD SERVICES</b>				
Salary	3,916	47.3	3,541	42.5
Grants & Contributions	4,363		2,860	
Other O&M	28,185		27,938	
<b>Subtotal</b>	<b>36,464</b>		<b>34,339</b>	

<b>CURRICULUM AND SCHOOL SERVICES</b>				
Salary	3,713	33.5	3,261	31.5
Grants & Contributions	3,956		3,756	
Other O&M	2,232		1,888	
<b>Subtotal</b>	<b>9,901</b>		<b>8,905</b>	
<b>SCHOOL OPERATIONS</b>				
Salary	82,568	899.2	71,053	740.4
Grants & Contributions	10,171		10,423	
Other O&M	4,751		4,431	
<b>Subtotal</b>	<b>97,490</b>		<b>85,907</b>	
<b>TOTAL</b>	<b>174,224</b>	<b>1,034.5</b>	<b>157,602</b>	<b>865.9</b>

**Department of  
Health and  
Social Services**

**Business  
Plan**

*2005-2006*

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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. We are also committed to increasing the health and social services delivery capacity within the Territory and focusing on education and training for Inuit care providers. 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 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 Qaujimagatugangit* – we will maintain positive innovations guided by Inuit knowledge, wisdom, values and beliefs.

## **Language Initiatives**

The Department of Health and Social Services is striving to meet the requirements of the GN Language Services Guidelines through our program and service delivery in all communities in accordance with Section 8.2 of the Language Guidelines. Interpreters are available in all health centres providing a vital link between patients and care providers. All written and broadcasted communication that is of significant importance to the health or safety of the public is made available in all of Nunavut's languages. HSS is developing a new "made-in-Nunavut" Public Health Act that will incorporate the Language Guidelines into public health and health protection programs.

Currently, when the Department produces written notices or signs regarding threats to public health these appear in Inuktitut, Inuinnaqtun, English and French.

In addition, the Department's Senior Managers are working with their staff to ensure that all voice mail messages are in Inuktitut and English; that all public communication is in appropriate language as per Language Guidelines; that all e-mail signature blocks are in multiple languages as appropriate for their community; and that all business cards are automatically printed with all of Nunavut's languages included on the card.

## **STRATEGIC LINK TO PINASUAQTAVUT**

### **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 Inuit Qaujimajatuqangit Coordinator for the department provides leadership in the area of Inuit Qaujimajatuqangit and advises program staff on incorporating Inuit Qaujimajatuqangit 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 Inuit Qaujimajatuqangit Coordinator is a member of the GN's Tuttarviit Committee.

The Inuit Qaujimajatuqangit Coordinator also coordinates "IQ Days" including activities to teach traditional Inuit knowledge to staff, and provides advice on the meaning of Inuit Qaujimajatuqangit in relation to programs and services.

The "Closer to Home" strategy will further help the Department to incorporate and reflect Inuit Qaujimajatuqangit. It will create self-reliance by increasing our ability to serve Nunavummiut in their home communities or within Nunavut as opposed to continued reliance on out-of-territory service providers. For example, our plan to expand midwifery and maternity care services will result in more Inuit women having the local supports they need for a healthy pregnancy and transition to motherhood. This includes 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 simplified, unified service team consisting of nurses, social workers, local wellness workers, Community Health Representatives, mental health staff, Elders and other volunteers.

Health and Social Services recently hired a knowledgeable and experienced Inuit Employment Coordinator. 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 Inuit Employment Plan.

### **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 Qaujimagatunqangit 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 self-reliance.

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.

The Closer to Home strategy includes a comprehensive education and training plan that will enhance the training of Inuit and to help improve the knowledge and skills of existing staff.

HSS encourages and offers support to Inuit staff to develop their spectrum of skills and abilities. This includes participation in such programs as the Advanced Management program through St. Mary's University, the Nunavut Public Service Certificate Program through Carleton University and the GN Management Intern program.

We are continuing to fund the Nunavut Nursing Program and financially support the nursing students in order to increase the number of Inuit nurses in Nunavut. In the Spring of 2004 we celebrated the graduation of the first two students from the program, and we look forward to many more Inuit nurses in the years to come. 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.

## **ENVIRONMENTAL SCAN**

Our ability to provide quality, timely services is greatly impacted by several factors, most of which are interconnected.

### **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 November 30, 2004 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 rates are 10 times higher;
- Life expectancy is 10 percent lower;
- The infant mortality rate is 3 three times higher;
- About 38% more infants are born underweight;
- Smoking rates for youth are 3 times higher;
- Smoking rates for adults are 2 times higher;
- Tuberculosis rates are 18 times higher;
- Sexually transmitted disease rates are up to 17 times higher.

In addition:

- Nearly two-thirds of Nunavut residents lead inactive lifestyles.
- Nunavut has an extremely high unemployment rate: 23.6% overall (30.7% for Inuit and 2.7% for non-Inuit).
- 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 to 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. This strategic investment in health infrastructure is necessary in order to increase capacity and meet the needs of a rapidly growing population.

Increased capacity within the Territory will significantly reduce the need to send patients outside of Nunavut for treatment, which costs the Government of Nunavut millions of dollars each year. 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 future generations of Nunavummiut. Increased Territorial capacity also means that fewer Nunavummiut will need to endure 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 can make medical travel a difficult experience and, more significantly, impact the effectiveness of medical assessment and treatment.

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.

## **Critical Issues**

Our objectives for the 2005/2006 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 objectives in the coming year will pay specific attention to:

- Implementing the Closer to Home strategy. This will ultimately expand the scope of programs and services within the territory and repatriate Nunavummiut previously sent out-of-territory for treatment.
- Increasing our human resource capacity. Both health and social services professional service providers need to be hired and retained in each community, particularly with the opening of new health centres. This goes hand-in-hand with the implementation of the departmental Inuit Employment Plan.
- Securing housing for new professionals.
- Investing in health promotion and illness prevention services to improve the health status of Nunavummiut.
- Strengthening public health capacity and developing new Public Health



legislation.

- Developing effective and meaningful partnerships with communities and other stakeholders.
- Maximizing federally funded programs and recoveries.
- Establishing and monitoring standards of practice across all program areas.

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 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. The Closer to Home strategy is intended to achieve this balance by enhancing our ability to deliver programs and services within the Territory.

## 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>2005-06</b>	<b>2004-05</b>
Directorate	22,303	17,869
Population Health	12,718	11,229
Social Services	25,845	23,149
Health Protection	4,574	3,829
Care and Treatment	100,329	86,568
Health Insurance	49,450	39,600
<b>TOTAL</b>	<b>215,219</b>	<b>182,244</b>

### Directorate

Provides overall operational 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 serve as a guide for those who plan, carry out and evaluate policies, programs and services.
- 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 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>2005-06</b>	<b>2004-05</b>
<b>Deputy Minister</b>		1,005	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>	304	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>	837	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>	3,826	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>	4,637	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>	1,106	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>	1,128	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>	5,236	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>	665	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** 3,559 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.

**Kugluktuk Medical Affairs** 0 53

Helped to coordinate physician services throughout the territory.

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**Total, Directorate** 22,303 17,869

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**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;

**Status:** *The guidelines for this initiative are nearing finalization.*

- Complete implementation Year III of Telehealth Project – assessing community needs and adding new programs to maximize the benefits of Telehealth across the territory;

**Status:** *Implementation of the Telehealth program is proceeding as planned. The Telehealth program has completed an evaluation of the IIU Telehealth Network. All Nunavut communities will be connected to the telehealth network and trained by the end of December 2004.*

- Recruit, retain and provide support to HSS employees, especially front-line professionals;

**Status:** *The Department has established a Recruitment and Retention Steering Committee to identify and work to meet future human resource needs, hired an international nurse recruitment firm to attract 100 nurses to Nunavut by September 2005, and invested significant resources into physician recruitment. We have also hired several new physicians to meet current needs.*

- Implement recommendations resulting from Medical Travel Review and establish Medical Travel Coordination Centre for all of Nunavut;

**Status:** *Client Travel Policy review in final stages. Data development to put out an RFP is complete and an RFP will be issued in early 2005.*

- Primary Health Care renewal and enhancements – using funding received from the Primary Health Care Transition Fund;

**Status:** *The Department has hired a Primary Health Care Coordinator and begun to establish a Primary Care Clinic in Iqaluit.*

- Examine and consider options for umbrella legislation regarding all health professions;

**Status:** *This is a long-term objective and is not yet complete.*

- Fill the Midwife Consultant and the Community Home Care Consultant positions in the Kugluktuk office;

**Status:** *Not yet complete because of the difficulty recruiting a suitable candidate.*

- Negotiate a new contribution agreement with Non-Insured Health Benefits (NIHB) program;

**Status:** *Complete. A new NIHB Agreement was negotiated and signed with the Federal Government.*

- Develop an evaluation and review process to identify IQ compliance;

**Status:** *The IQ Coordinator provides evaluation and review to identify IQ compliance of key program and policy initiatives.*

- Develop an IQ Departmental Committee;

**Status:** *Not done. This priority was re-evaluated and removed.*

- Develop an implementation plan based on the IQ Report that was developed by the GN in 1999;

**Status:** *Not done. As “Closer to Home” guidelines are established, this priority will require further revision.*

- Increase Inuit participation in program delivery by offering training on an on-going basis to increase skills and knowledge;

**Status:** *This is an ongoing objective. The Department continues to fund the Nunavut Nursing Program and financially support the nursing students through scholarships and bursaries. In addition, the Department frequently offers the Community Health Representative training program to increase the number of Inuit serving in this important role across the territory.*

- Increase Inuit participation in identifying service priorities and involving them in program development and delivery – building community capacity;

**Status:** *This is an ongoing objective. The Department will continue to consult with Inuit partners in the development and delivery of programs and policies, including the Hamlet Committees of Council which provide vital input from a community perspective.*

- 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;

**Status:** *The creation of this committee is on hold awaiting a response from NTI and the three Regional Inuit Organizations. The Department established joint priorities with NTI based on the MOU between the Premier and the President of NTI.*

- Increase the involvement of Elders and youth across the range of health and social services;

**Status:** *This is an ongoing objective. In 04/05 the Department worked actively with partners, including elders and youth, on the creation of the Isaksimagit Inuusirmi Council for suicide prevention.*

- Deliver flexible, culturally sensitive programs and services in an integrated and coordinated fashion;

**Status:** *This is an ongoing objective. The Closer to Home strategy developed throughout 04/05, aims to integrate services wherever possible and support the ongoing education and training of Inuit.*

- 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);

**Status:** *This is an ongoing objective.*

- Ensure all casual and indeterminate hires follow priority hiring;

**Status:** *This is an ongoing objective. A knowledgeable and experienced Inuit Employment Coordinator has been hired to develop and monitor progress of the Department's Inuit Employment Plan.*

- In conjunction with policy, setup a working group to review existing outdated acts and regulations and make recommendations for updates;

**Status:** *This is an ongoing objective.*

### **Priorities (2005-06)**

Begin implementation of the Closer to Home strategic direction:

- Develop Inuit Training Plan and begin implementation;

- Recruit nurses, physicians and other health professionals and service workers to staff new health centers;
- Complete e-Health plan, develop implementation strategy and begin implementation;
- Complete a 24/7 Elders Care Facility Plan;
- Improve compliance with the GN Languages Services guidelines.

## Population Health

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. 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 First Nations.

### 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 are 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)	2005-06	2004-05
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<b>Dental Services</b>		2,512	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>		1,242	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.

**Health Surveillance** 513 480

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.

**Nutrition** 269 245

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.

**Mental Health** 8,182 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.

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**Total, Population Health** 12,718 11,229

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**Priorities (2004-05)**

- Continue interdepartmental collaboration in the area of early childhood development;

***Status:** Ongoing activity. Renewed emphasis will be made in 05/06 as the department works to implement a broader maternal and child health strategy.*

- Provide targeted resources to the Nunavut Suicide Prevention Council in the areas of training and prevention, including mental health, addictions and community wellness;

***Status:** Funding support in the amount of \$250,000 was provided to support the work of the Embrace Life Council including in-kind support through the secondment of a departmental employee. Ten Departmental staff completed the “train the trainers” modules using the World Health Organization’s Mental Disorders in Primary Care. In accordance with IEP initiatives, four of ten staff who took the training are beneficiaries. The Department released a new poster series for mental health awareness. Additional community awareness and suicide prevention training was also undertaken.*

- Establish an 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;

**Status:** *The creation of this committee is on hold awaiting a response from NTI and the three Regional Inuit Organizations. The Department established joint priorities with NTI based on the MOU between the Premier and the President of NTI.*

- 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;

**Status:** *This is in progress. The Department anticipates having a draft comprehensive population (public health) framework ready by Summer 2005 to use in community and stakeholder consultations.*

- 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;

**Status:** *This is an ongoing objective. Staff turnover continues to cause delays and backlogs of data entry.*

- Promote self-responsibility and self-reliance in regards to one's own health and well being;

**Status:** *This is an ongoing objective and is factored in to all health promotion activities.*

- 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;

**Status:** *This is an ongoing objective.*

### **Priorities (2005-06)**

- By the Summer 2005 develop a draft population (public health) framework and work plan for the next three to five years to guide activities in all areas of promotion, prevention, and protection;
- Undertake comprehensive stakeholder and Inuit consultation in proposed population framework and work plan that supports individual and community responsibility for overall health and wellness;
- Ensure that all public education materials are developed in all official languages.

## Social Services

Provides a range of support services for children and vulnerable adults who may require protection, or other specialized services.

### Objectives

- To 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.
- To research, raise awareness, counsel and provide 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>2005-06</b>	<b>2004-05</b>
<b>Child and Family Services</b>		6,041	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>		1,539	1,320
Ensures permanency planning for children in care, and their placement. This includes completing home studies and supporting birth and adoptive parents. In addition, the department oversees the recognition and processing of custom adoptions.			

**Guardianship Services** 1,539 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.

**Adult Support Services** 1,992 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.

**Family Violence Services** 2,721 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.

**Young Offender Probation Services** 0 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** 11,494 10,762

Provides services for children and adults who require protection or medical care that cannot be provided by the community health providers. Services are provided in long-term care facilities, group homes and treatment centres.

**Advocacy and Support for Women's Initiatives and Persons with Disabilities** 519 504

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 *Status of Women Council Act*) 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.

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**Total, Social Services** 25,845 23,149

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**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;

**Status:** *Establishment of a Territory-wide Foster Parent Association will take years to complete but significant progress has been made to date. There are now two associations functioning in Nunavut - in Iqaluit and Cambridge Bay. Rankin Inlet is well along in their planning to create their association.*

- Establish much needed uniform foster care rates for the territory taking into account children with special needs;

**Status:** *The work to create a standardized foster rate for Nunavut is completed as is a scale for assessing payments for special care needs of Children in care. These rates will be coming forward for approval in early 2005.*

- 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;

**Status:** *Not complete. There is no standard accreditation process in Canada, which has made it difficult to find a suitable model for Nunavut.*

- Implementation of “Care Closer to Home” activities including examining the feasibility of establishing a new facility in Nunavut for youth with behavioural problems to reduce the need to send them out of territory for placement and treatment as well as to facilitate repatriation wherever possible;

**Status:** *The establishment of an adolescent care centre in Nunavut has begun in earnest. Terms of Reference and standards have been drafted and the capital planner is now involved.*

- Establish standards of services to respond to incidents of family violence including minimum standards of care in shelters;

**Status:** *Group home standards were developed and are now in use in facilities throughout the Territory.*

- Explore women’s health in the areas of mammography, women’s shelters, maternal care and violence against women;

**Status:** *With the transfer of the Status of Women file from the Department of Culture, Elders, Language and Youth to H&SS, the Department adopted full responsibility for these issues. These are seen as ongoing objectives. Two requests for funding for women’s programs have been granted. The Status of Women Council has had several Statutory Appointments and Revocations to secure new membership.*

#### **Priorities (2005-06)**

- Create a Nunavut foster parent association that links groups in all three Regions;
- Establish standardized foster parent rates;

- Create Public Guardianship for all challenged adults in Health and Social Services' facilities;
- Develop and deliver foster parent training;
- Develop and deliver adoptions training.

## 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>2005-06</b>	<b>2004-05</b>
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<b>Chief Medical Officer of Health</b>		1,091	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>		121	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** 789 699

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** 2,375 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** 198 171

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** 4,574 3,829

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**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;

**Status:** *The Sexually Transmitted Disease/Infection database is now updated on a regular basis. Public health staff have worked to re-invigorate the GN interdepartmental Emergency Response Committee.*

- Identify, prioritize, translate and deliver health promotion materials in print and via web available PDF files that are most required for territorial priorities;

**Status:** *A new influenza education poster has been developed in the four official languages and distributed to all communities. A new Tuberculosis Manual has been developed and distributed to health care providers to assist in the identification and management of the disease.*

- Develop best practices and enhance supports to frontline personnel;

**Status:** *The Department has hired a new indeterminate Chief Medical Officer of Health and an indeterminate Assistant Chief Medical Officer of Health to develop and support health protection initiatives across the Territory. The Department has also hired a new indeterminate Public Health Nursing Consultant to provide guidance and support to front-lines staff.*

- Undertake consultation with communities, local and Inuit governments and other stakeholders in the development of new public health legislation for the territory;

**Status:** *The new Public Health Act is targeted for completion in 2006. Community and stakeholder consultation will be ongoing until that time.*

### **Priorities (2005-06)**

- Create a new Public Health Act for Nunavut;
- Increase collaboration between health protection and health promotion in the areas of programs, services, and staff;
- Provide more internal public health education training;
- Increase the involvement of the Departmental IQ Coordinator and other Inuit staff in the development of health protection programs and services.

### **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>2005-06</b>	<b>2004-05</b>
<b>Medical Transportation</b>		32,600	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>		26,743	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>		38,579	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>		567	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>		1,840	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>100,329</b>	<b>86,568</b>

**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;

**Status:** *This is an ongoing objective. The Department has hired a Primary Health Care Coordinator and begun to establish a Primary Care Clinic in Iqaluit. Promoting self-responsibility and self-reliance in regards to one's own health and well being is an ongoing objective that is factored in to all health promotion activities. The Closer to Home strategy developed throughout 04/05, aims to integrate services wherever possible and support the ongoing education and training of Inuit.*

- 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;

**Status:** *Ten Departmental staff completed the "train the trainers" modules using the World Health Organization's Mental Disorders in Primary Care. In accordance with IEP initiatives, four of the ten staff who took the training are Land Claims Beneficiaries.*

### **Priorities (2005-06)**

- Through the implementation of the Closer to Home Strategy, take steps to minimize unnecessary spending on medical travel;
- Complete the relocation of services from old to new health centres in Cambridge Bay and Rankin Inlet;
- Enhance Home Care Services to meet the objective of Closer to Home.

### **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 First Nations 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>2005-06</b>	<b>2004-05</b>
<b>Extended Health Benefits</b>		400	400
<p>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.</p>			
<b>Out-of-Territory Hospitals</b>		27,500	20,000
<p>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.</p>			
<b>Reciprocal Physician Billings</b>		3,200	3,200
<p>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.</p>			
<b>Non-Insured Health Benefits</b>		18,350	16,000
<p>Administration of non-insured health benefits, for eligible Nunavummiut.</p>			
<b>Total, Health Insurance</b>		<b>49,450</b>	<b>39,600</b>

**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;  
**Status:** *Both systems are fully functional and all requirements have been met with the exception of reporting which is still under development.*
- Coordinate health care card renewal as the existing health cards expire in March 2005;  
**Status:** *Community listings of each individual holding a valid health care card have been sent to each health centre for review and updating. Health Centre staff will advise on whether or not individuals are still living in the community or if they are deceased.*
- Staff existing vacancies;  
**Status:** *One key position in the Health Insurance office has been staffed. It is anticipated that the remaining 4 vacancies will be staffed by March 31, 2005.*
- Provide translated forms in all official languages;

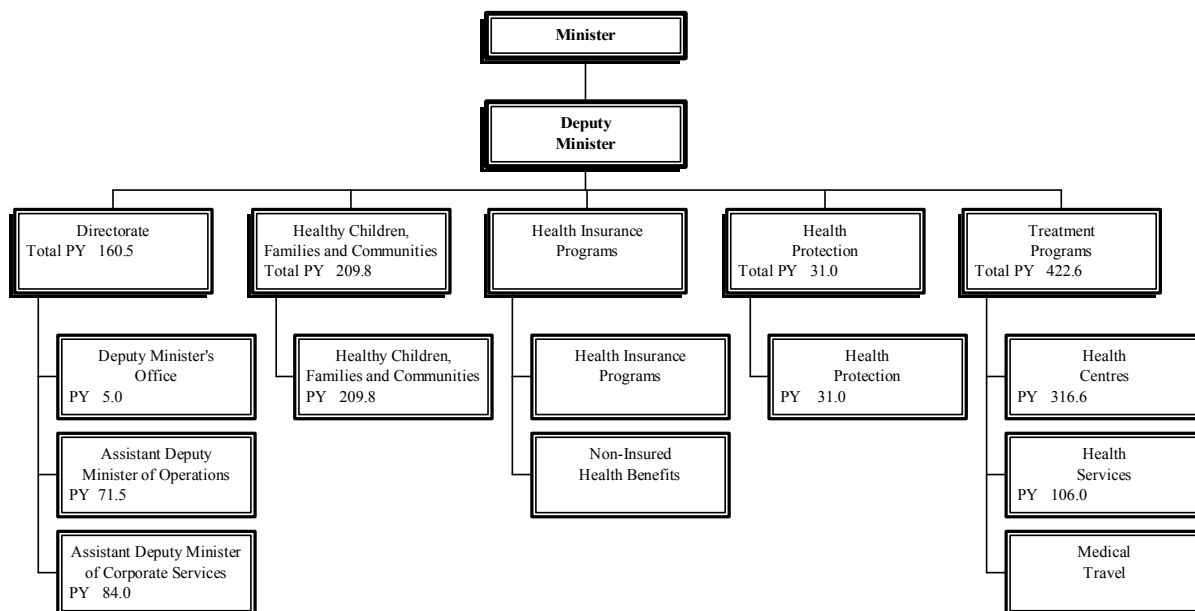
**Status:** *This is an ongoing objective. The Department will continue to provide translated forms in an effort to meet the requirements of the GN Language Services Guidelines.*

**Priorities (2005-06)**

- Work with developers to develop a new “staggered” health care card renewal process so that the department can eliminate bulk renewals;
- Develop NIHB specific vision care database to track eligible recipients’ eye exams and optical prescription history;
- Develop a communication campaign to inform the public of their NIHB eligible benefits and also to get feedback from the public on some of the issues they have in accessing their benefits;
- Participate in the review of the Extended Health Benefits policy.

## 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	763.1
Vote 4/5 PYs	60.8
Revolving Fund PYs	0.0
<b>TOTAL PYs</b>	<b>823.9</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	2005 - 2006 Main Estimates		2004 - 2005 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	14,454	160.5	12,102	132.0
Grants & Contributions	1,584		1,229	
Other O&M	6,265		4,538	
<b>Subtotal</b>	<b>22,303</b>		<b>17,869</b>	
<b>HEALTHY CHILDREN, FAMILY &amp; COMMUNITIES</b>				
Salary	14,902	209.8	13,135	206.3
Grants & Contributions	4,689		4,430	
Other O&M	21,379		18,783	
<b>Subtotal</b>	<b>40,970</b>		<b>36,348</b>	
<b>HEALTH INSURANCE</b>				
Salary	0		0	
Grants & Contributions	0		0	
Other O&M	49,450		39,600	
<b>Subtotal</b>	<b>49,450</b>		<b>39,600</b>	
<b>HEALTH PROTECTION</b>				
Salary	2,873	31.0	2,454	30.0
Grants & Contributions	0		0	
Other O&M	1,701		1,375	
<b>Subtotal</b>	<b>4,574</b>		<b>3,829</b>	
<b>TREATMENT</b>				
Salary	40,190	422.6	32,599	416.6
Grants & Contributions	0		0	
Other O&M	57,732		51,999	
<b>Subtotal</b>	<b>97,922</b>		<b>84,598</b>	
<b>TOTAL</b>	<b>215,219</b>	<b>823.9</b>	<b>182,244</b>	<b>784.9</b>

**Department of  
Environment**

**Business  
Plan**

*2005-2006*

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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.

## **Language Services**

The Department of Environment is striving to meet the language guidelines. We are expecting that all signage in DOE will be in all four languages (Inuktitut, Inuinnaqtun, French and English) by the end of this year. Business cards for DOE staff are printed with all of Nunavut's languages included on the card and staff are encouraged to have their signature block in all of Nunavut's languages. All public communication is made available in all of Nunavut's languages.

Our headquarters office has a designated staff person to serve the public in all official languages and regional offices have staff that are able to communicate in the dialects of the area. DOE staff are encouraged to pursue language training courses.

## **STRATEGIC LINK TO PINASUAQTAVUT**

### **Inuit Qaujimajangit**

The Department of Environment has taken and will continue to take a number of steps to incorporate Inuit Qaujimajangit into programs, service delivery and day-to-day operations. Inuit Qaujimajangit provides the context in which we are open, responsive and accountable, and is incorporated in the day-to-day business of the department. We strive to operate in a flexible, culturally sensitive manner both internally and in the delivery of our programs and services.

Our mission commits us to the IQ principle of avatimik kamattiarniq (environmental stewardship), to ensure a balanced approach is taken in the way Nunavut's environment and resources are used.

Inuit Qaujimajangit is being incorporated in the development and implementation of the new *Wildlife Act*, through inclusion of the three Regional Wildlife Organizations as an integral part of the Working Group, as well as an on-going regime of consultation with Hunters and Trappers Organizations and other Nunavummiut. IQ principles are defined in the *Act* and will guide its administration and operation.

### **Healthy Communities**

Department of Environment is committed to ensuring that we enjoy and manage a clean, healthy environment in our communities and on the land and waters. We are striving to ensure that Nunavut places a higher regard on all environmental issues. Implementation of the new *Wildlife Act* will be an important step.

### **Simplicity and Unity**

Department of Environment has and will continue to ensure that policies, and procedures newly developed or revised will be written in simple and understandable language and that these policies are easily accessible to the public.

DOE also will ensure that all policies and procedures are compliant with the Nunavut Land Claims Agreement.

DOE is committed to ensuring that programs and services that are developed by the department are fair understandable and easy to access.

## **Self Reliance**

Ensuring that Inuit societal values, particularly *avatimik kamattiarniq*, are incorporated into the sustainable development of our economic resources is an important focus of the Department of Environment.

We will work to ensure that Nunavummiut receive substantive benefits from any development of our renewable resources and parks, and we will be vigilant in ensuring that any development is done in the least disruptive manner possible for our land and living creatures.

## **Continuing Learning**

Department of Environment 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. DOE staff are encouraged to take advantage of all possible training opportunities, and extensive job-related training for our Wildlife Officers is offered annually as well.

DOE also recognizes that respect for individuals is the basis for effective learning and a healthy workplace and that equal opportunity and equal access across Nunavut is fundamental to our success.

## **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 Claims 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 Inuit Impacts Benefits Agreement (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.
- Implementation of the Nunavut Wildlife Act Regulations.
- Implementation of the Nunavut Climate Change Strategy.
- Performing due diligence and streamlining the GN Environmental Assessment review process for resource development projects.
- Securing funding and implementing the Territorial Parks Inuit Impact and Benefit Agreement.
- Implementation of a fisheries and sealing strategies for Nunavut.
- Assessing impacts of federal Species at Risk Legislation and creating internal capacity to deal with them.

## 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>2005-06</b>	<b>2004-05</b>
Corporate Management	3,856	3,348
Environmental Protection	1,114	1,073
Parks and Conservation Areas	1,331	1,055
Fisheries and Sealing	1,596	1,107
Wildlife Management	8,381	7,628
<b>TOTAL</b>	<b>16,278</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.

Long term plans include increasing the recruitment of Inuit Wildlife Officers in Nunavut through the introduction of the Field Officer Training Programs as part of the departmental Inuit Employment Program in 2005-2006.

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.

**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>2005-06</b>	<b>2004-05</b>
<b>Directorate</b>		713	678
The Directorate is responsible for overall management and direction of the department of Environment.			
<b>Corporate Services</b>		2,126	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>		1017	950
Policy, Planning and Legislation oversees all corporate planning, legislation and policy development, and associated research.			
<b>Total, Corporate Management</b>		<b>3,856</b>	<b>3,348</b>

**Priorities (2004-05)**

- Develop the new Department of Environment’s strategic plan;  
*Status: Departmental priorities have been identified and resources allocated through the 3 year forecast and new programs that are being initiated to support this forecast.*
- Review previous Department of Sustainable Development legislation, policies and strategies. Research, analyze, and develop new legislation and/or policies as appropriate;

**Status:** *Departmental policies have been reviewed, and those in need of updating identified. Most are complete with the remainder under way. Three policy development initiatives that have been shelved since DSD have been restarted: Harvester Support Policies, Wildlife Research Policy and the Sustainable Development Policy. The Wildlife Legislation is nearly complete, with an anticipated coming into force date of July 1, 2005. With the wildlife legislation project drawing to a close analyses are underway to determine which other DOE legislation may need revision.*

- Develop and implement a departmental communication strategy;

**Status:** *No progress. The Communications PY is unfunded. Existing Policy staff has been maintaining basic communications services.*

- Ongoing implementation and integration of IQ into the operations of the department;

**Status:** *Progress on an ad hoc basis. The Inuit Qaujimagangit Coordinator PY is unfunded. Some IQ support has been obtained through other departments.*

- Revise the departmental Inuit Employment Plan (IEP) including training initiatives and succession planning for all sections and occupational categories;

**Status:** *IEP has been submitted to the Department of Human Resources for review.*

- Develop and implement training and development plans for internal and external needs in support of the department's mandate and regulatory responsibilities;

**Status:** *This plan has been incorporated into the IEP and will be completed after the performance reviews.*

- Develop performance measurements for all divisions and lead the review and evaluation of programs and associated performance measures;

*Achievements will be monitored and measured against the priorities of the 04/05 BP. For 05/06, achievements will be monitored and measured against the divisional operational plans. Policy staff have been provided with training in performance measurement to facilitate this.*

### **Priorities (2005-06)**

- 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 communications capacity and implement a departmental communication strategy;
- Further develop IQ capacity and more fully integrate IQ into the operations of the department;
- Develop performance measurements for all divisions and lead the review and evaluation of programs and associated performance measures;

- Complete drafting the Wildlife Regulations for implementation of the new Wildlife Act in 2005/06.

## Environmental Protection

Environmental Protection is responsible for ensuring that Nunavut’s environmental, natural and heritage resources are protected, promoted and enhanced, while encouraging the development of a strong sustainable economy to make certain a high quality of life for Nunavummiut now and in the future.

Through legislation, acts, regulations, guidelines and enforcement presence, Environmental Protection is responsible for the delivery of services to the public, government, industry and Inuit beneficiaries in a consistent, professional and effective manner. The role of the environmental protection business line also includes liaison with the above groups to ensure that Nunavut resources are used in a manner that accounts for their impacts to the environment, as well as mitigation of these impacts. Environmental Protection also includes pro-active programs that are directed towards identifying and resolving common environmental issues such as pollution control, land use planning, climate change and air quality by providing environmental information in clear, concise and understandable terms.

Protecting Nunavut’s environment is a complex task that requires the vigilance and cooperation of ordinary citizens, scientific experts, industry officials and government at all levels. The *Environmental Protection Act* recognizes that all sectors of society must share responsibility as stewards of the environment.

### 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 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 any development will be undertaken in a manner that will minimize impacts on the environment.
- Provide expert advice and assistance to ensure that legislative development initiatives promote environmental protection.

Programs	Budget (\$000)	2005-06	2004-05
<b>Environmental Protection</b>		989	939

The Environmental Protection program derives its regulatory authority from the Nunavut *Environmental Protection Act*, and its regulations and guidelines. It provides and/or

facilitates environmental protection and enforcement in all of Nunavut's communities. The program includes environmental monitoring and ensures 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. Advice and assistance are also provided regarding hazardous substances and legislation development.

**Environmental Assessment and Land Use** -

The Environmental Assessment and Land Use program reviews environmental assessment (EA) related to proposed development for land use before any work is allowed to proceed. It also provides input and direction into permit applications. The program provides direction towards the development of land use plans (LUP) and implementation to ensure that these comply with requirements under the Nunavut Land Claims Agreement. The program further ensures that Departmental activities are consistent with obligations under the NLCA and common law respecting Inuit rights. The section works in partnership with Nunavut Impact Review Board (NIRB), the Nunavut Water Board (NWB), and the Nunavut Planning Commission (NPC).

**Climate Change** 125 134

This program is part of the GN commitment to contribute towards the National Climate Change Strategy and Implementation Plan. Overall, the Strategy strives towards the reduction of greenhouse gas emissions, the identification and monitoring of climate change impacts, and the development of adaptive strategies as required. Nunavut has also developed its own Climate Change Strategy and this program will also focus on the development and implementation of programs under the Nunavut Climate Change Strategy.

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<b>Total, Environmental Protection</b>	<b>1,114</b>	<b>1,073</b>
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**Priorities (2004-05)**

- Increase public and community awareness of management of household hazardous waste;  
*Status: As this issue is most critical in Iqaluit, we have worked with City of Iqaluit to plan collection of household hazardous wastes this year and will expand to other communities as capacity allows.*
- Assess and develop a strategic plan to address waste oil issues in Nunavut;  
*Status: Initiated collection of information on waste oil furnaces in Nunavut.*
- Continue monitoring and clean-up of contaminated and orphaned sites owned/managed by the Government of Nunavut;  
*Status: On-going.*
- Work with the Nunavut Planning Commission to move the West Kitikmeot Land Use Plan forward;

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

- Work with the NIRB to review major development projects in Nunavut;

**Status:** *On-going, reviewed and provided input on submissions sent by NIRB.*

- In partnership with INAC and NTI, produce the first draft of the Nunavut Land and Resource Management legislation;

**Status:** *First draft in progress. Will continue to monitor and support.*

- Support the development of implementation mechanisms for the Nunavut Climate Change Strategy;

**Status:** *Initiated the establishment of mechanisms for implementation of the Nunavut Climate Change Strategy.*

### **Priorities (2005-06)**

- Initiate mechanisms for the Nunavut Climate Change Strategy;
- Work with the NIRB to review major development projects in Nunavut;
- Work with the NWB to review water licenses and conditions of development projects;
- Assess and determine strategies to deal with solid and hazardous wastes (e.g. waste oil, household hazardous wastes) and other contaminants in Nunavut's communities;
- Assess and streamline the Environmental Impact Assessment Review Process that is used for review of requests from NIRB and NWB;
- Fill vacancies in order to develop capacity for delivering EP's programs to Nunavummiut;
- Review job descriptions to meet the new Department of Environment needs that are required for Environmental Protection program delivery;
- Collaborate with Nunavut Tunngavik Incorporated on strategic ways to address General Monitoring Programs and Contaminated Sites.

### **Parks and Conservation Areas**

Parks and Conservation Areas is responsible for the, planning, establishment, management, operation and promotion 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 and promote 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>2005-06</b>	<b>2004-05</b>
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<b>Parks and Conservation Areas</b>		1,097	882
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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 including Community/Region Development and Land –Use Plans, fulfillment of NLCA/IIBA obligations, Capital Planning and System Planning.

<b>Ecosystems Monitoring</b>		234	173
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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>1,331</b>	<b>1,055</b>
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**Priorities (2004-05)**

- Establish Joint Planning and Management Committee (NJPMC) for all Territorial Parks;  
*Status: NJPMC has been established, but meaningful implementation delayed due to lack of federal funding for Territorial Parks IIBA.*
- Develop new Nunavut Parks Program and Systems Plan;  
*Status: This is dependent on implementation of the NJPMC. However, several key steps have been taken or initiated:*
  - Background research for the Nunavut Park Program is continuing.
  - Nunavut park program planning model research is ongoing.
- Negotiate and complete park-specific appendices to the Territorial Parks IIBA for existing parks;  
*Status: proposals for park specific appendices presented to NTI and RIA's for comment. We await responses.*
- Commence negotiations for IIBA for conservation areas;  
*Status: Discussions have been held with NTI and the Federal Government. Agreement has been reached with Parks Canada Agency, INAC and NTI on a process and approach for an Umbrella Heritage Rivers IIBA.*
- Assist in the development of a system of Heritage Rivers and territorial parks, that are representative of Nunavut's ecosystem;  
*Status: An MOU has been developed with the University of Guelph to undertake background research on this topic. Work has been hampered as a result of there being no implementation funding or co-management regime.*
- Establish functionality and compatibility of the ecosystem monitoring role. This includes developing a work plan and establishing priorities;  
*Status: GIS seasonal and summer students have been hired to input over 30 years of data into a variety of GIS fields. A Licensing Agreement has been reached with NRCAN to use and distribute Mapping Data and a proposal has been drafted for a GeoSpatial Center in Nunavut*
- Incorporate ecosystem monitoring into the environmental assessment responsibility;  
*Status: The Division has responded to numerous requests for data and has participated at Tahara and Doris North Screening and Environment Assessment Hearings.*

**Priorities (2005-06)**

- Develop a detailed and defensible negotiating position for Territorial Park NLCA/IIBA Implementation funding;
- The establishment of a Territorial Parks & Heritage River co-management regime;

- In conformance with Article 9 of the NLCA, commence and conclude negotiations with INAC, Parks Canada, NTI and the three RIA's on an IIBA for Heritage Rivers;
- Complete and install new program, directional/interpretive signage at parks in Cambridge Bay, Rankin Inlet and Iqaluit;
- Complete all feasibility/concept studies and community/regional consultations for a new park north of Clyde River.

## Fisheries and Sealing

The Fisheries and Sealing Division, 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 work 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>2005-06</b>	<b>2004-05</b>
<b>Fisheries and Sealing Industry Development</b>		1,336	847
<b>Commercial Fisheries Freight Subsidy</b>		190	190

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.

Subsidize the transportation of fish to allow Nunavut fisheries to be competitive in southern markets.

**Fur Pricing Program**

70

70

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.

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<b>Total, Fisheries and Sealing</b>	<b>1,596</b>	<b>1,107</b>
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**Priorities (2004-05)**

- Develop and implement Nunavut Fisheries Strategy;  
*Status: Framework document completed consultations underway, strategy to be finalized Nov 04.*
- Develop and implement Nunavut Sealing Strategy;  
*Status: Framework document completed, consultations on the framework to be completed Nov 04. Strategy to be finalized Dec 04.*
- Review and assess the dressed sealskin supply in Nunavut;  
*Status: Arranged with Fur Harvesters in North Bay to maintain an inventory of dressed skins for wholesale to Nunavummiut on preferred terms.*
- Conduct a review of the Fur Price Program;  
*Status: Deferred to 05/06.*
- Research the feasibility of a fisheries diploma program in partnership with Nunavut Arctic College and other funding agencies; Kakivik, HRCC, INAC etc;  
*Status: Deferred to 05/06.*
- Investigate feasibility of clam fisheries in Nunavut;  
*Status: Planning a second a pilot project (Jan 05).*
- Continue the development of extensive exploratory/ pilot test fisheries programs for the Territory;  
*Status: Completed several test fisheries and pilot projects in Nunavut with stakeholders including:*
  - *Benthic Stock Assessment Clams (ongoing);*
  - *Turbot Assessment Offshore (Ongoing);*
  - *Kivalliq South Baffin Char (2 communities) Char (ongoing);*
  - *Cambridge Bay Area Exploratory Fishing, (completed June 04);*
  - *BFC Training (four year First Year, (ongoing);*
  - *Funding Sanikiluaq Sealskin Products Workshop (Jan/Feb 05).*

## *Department of Environment*

- Conduct one fish-plant feasibility study;  
**Status:** *Deferred to 05/06.*

### **Priorities (2005-06)**

- Implement Nunavut Fisheries Strategy;
- Implement Nunavut Sealing Strategy;
- Conduct a review of the Fur Price Program;
- Conduct one fish-plant feasibility study;
- Research the feasibility of fisheries and sealing training programs in partnership with Nunavut Arctic College and other funding agencies; Kakivak, HRCC, INAC, BFC, QC etc.;
- Conduct a feasibility study on the Qikiqtarjuaq clam fishery, based on the pilot projects.

## **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>2005-06</b>	<b>2004-05</b>
<b>Wildlife Management</b>		5,314	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** 2,171 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** 105 129

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** 8,381 7,628

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**Priorities (2004-05)**

- Continue community consultation and drafting of new regulations under the new *Nunavut Wildlife Act*;  
**Status:** *Underway, will be completed. Led by PP&L division.*
- Finalize the polar bear MOUs for Ministerial approval;  
**Status:** *2 populations out of 12 are still not signed but expect to conclude them by December 1, 2004.*
- Establish Polar Bear Deterrent Program in every community;

**Status:** *Most communities in Nunavut are ready to implement their deterrent plan, awaiting budget at this time.*

- Complete hiring of staff for the decentralized office in Igloolik;

**Status:** *Currently have 5 empty staff housing units available in Igloolik, that would bring the total workforce to 12 out of 18. 6 positions with no housing available for foreseeable future.*

- Enhance research on polar bear population to meet MOU requirements;

**Status:** *Davis Strait polar bear population inventory is scheduled for 2005, 2006 and 2007.*

- Improve processes for Licensing and Enforcement;

**Status:** *Established internal committee for law enforcement matters and licensing regime associated with new Wildlife legislation under development.*

- Meet our national obligations under *Species at Risk Act*;

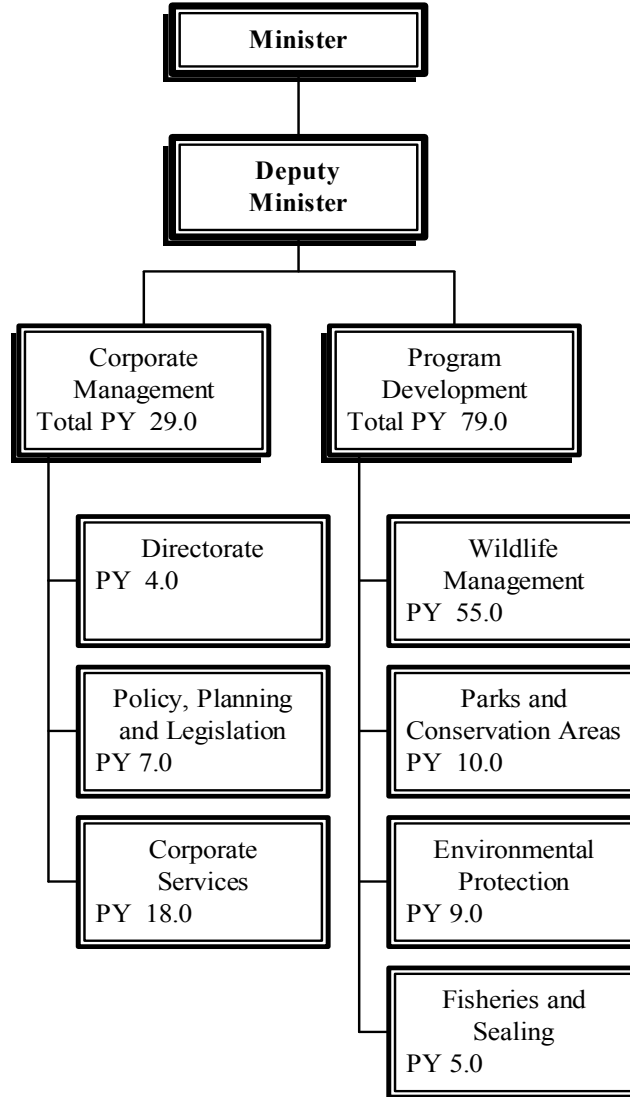
**Status:** *Capacity issues prevent the division meeting obligations fully.*

#### **Priorities (2005-06)**

- Complete Polar Bear Memorandums of Understanding;
- Provide results of the following DoE research projects:
  - Peary Caribou Study;
  - Polar Bear Deterrents.
- Conduct an analysis of federal Species At Risk Act implications for Nunavut;
- Facilitate implementation of the new Wildlife Act upon completion of the Regulations;
- Improve connections with Department of Fisheries and Oceans, Canadian Wildlife Service and Nunavut Tunngavik Incorporated.

**APPENDIX I: Accounting Structure and Financial Summary**

**Accounting Structure Chart**



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	105.0
Vote 4/5 PYs	3.0
Revolving Fund PYs	0.0
<b>TOTAL PYs</b>	<b>108.0</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	2005 - 2006 Main Estimates		2004 - 2005 Main Estimates	
	\$000	PYs	\$000	PYs
<b>CORPORATE MANAGEMENT</b>				
Salary	2,690	29.0	2,236	26.0
Grants & Contributions	0		0	
Other O&M	1,166		1,112	
<b>Subtotal</b>	<b>3,856</b>		<b>3,348</b>	
<b>PROGRAM DEVELOPMENT AND DELIVERY</b>				
Salary	7,604	79.0	6,436	76.0
Grants & Contributions	1,916		1,635	
Other O&M	2,902		2,792	
<b>Subtotal</b>	<b>12,422</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>16,278</b>	<b>108.0</b>	<b>14,211</b>	<b>102.0</b>

**Department of  
Community  
and Government  
Services**

**Business  
Plan**

*2005-2006*

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## **INTRODUCTION**

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

In addition to community support, CGS supplies central services to departments within the Government of Nunavut, 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 oversees the maintenance of assets.

CGS is also responsible for the electrical and mechanical inspections of buildings and the Fire Marshall's Office. It coordinates emergency management services including search and rescue services and emergency preparedness. It provides training related to fire and emergency services.

### **Our Mission**

*CGS works in partnership with municipal governments to enhance social and economic opportunities in self-governing, sustainable communities, thereby contributing to Nunavut's economic growth and social well-being; CGS ensures effective planning and delivery of the central government services for which it is responsible.*

### **Our Vision**

*The Department Of Community and Government Services seeks to make quality services and facilities available to Nunavut communities and across government. Our endeavors will foster social and cultural well-being of our communities and their residents.*

Nunavut's future will be founded upon healthy, environmentally sound communities, with residents who are thriving physically, socially, economically and culturally, in the spirit of Inuuqatigiinniq.

## **Principles and Values**

The Department of Community and Government Services believes that:

- Supporting Inuit Qaujimajatuqangit (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 of developing cooperative, working relationships;
- Training and learning promotes healthy, self-governing, and sustainable 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 will increase Inuit employment levels.

## **Language Services**

The Department of Community and Government Services issues its public communications in four languages (Inuktitut, Inuinnaqtun, French and English). Additionally, the Department is committed to continuing implementation of the recommendations of the Government of Nunavut Language Use Guidelines.

Priorities include ensuring that:

- Correspondence is provided in the language of the recipient
- All public meetings are conducted in the official languages
- GN Language Service Guidelines are incorporated in RFP and Tender calls for contracts
- Proper signing on all GN buildings
- Services can be provided to the public in the official languages of the community
- Mail, e-mail and telephone services are consistent with GN Language Guidelines



## **STRATEGIC LINK TO PINASUAQTAVUT**

### **Inuit Qaujimagatuqangit**

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 staff are able to employ the best of local knowledge in their decision making processes. 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 that has sustained Inuit since time immemorial in one of the harshest environments on the planet. That knowledge has application within the mandate of the Department of Community and Government Services.

The Department's own IQ Advisor and IQ Committee will continue to review and critique all new policies and directives under development, ensuring that the commitment to IQ is continuously renewed.

### **Healthy Communities**

- Develop additional individual community capacity plans and implement community development and training initiatives.
- Cooperate with the Nunavut Association of Municipalities (NAM) to support the comprehensive loss prevention program undertaken through NAMIX.
- Monitor financial status of communities and assist in implementing deficit recovery strategies.
- Review funding for MOAP and the Water/Sewage 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**

- Cooperate with other departments and NAM to develop a comprehensive approach to capital planning based on priority needs and strategic implications.
- Conclude agreements with Canada to support infrastructure needs.

### **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.
- Support training for fire departments and search and rescue societies.

## ENVIRONMENTAL SCAN

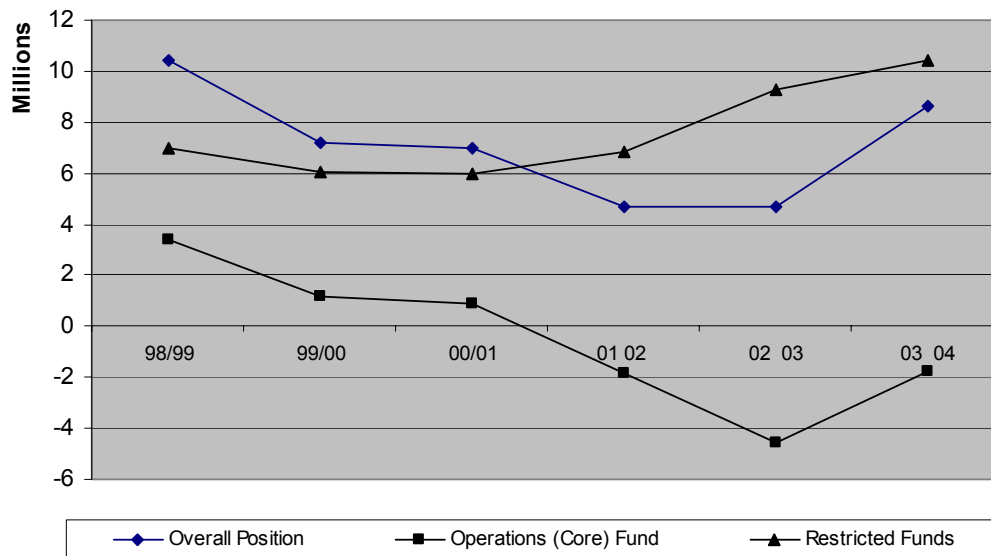
There are several unique social, political, physical and economic issues and conditions that influence the delivery of programs and services by the Department of Community and Government Services. CGS monitors trends, patterns and issues to ensure that programs and services are responsive, efficient and effective. Some of the major trends and patterns the department is responding to are described below.

### Increasing Municipal Stability and Support Services

As described in the 2004/2005 business plan, municipal operations have become increasingly complex over the past decade. This growing complexity has been made more difficult by funding freezes, short term or unpredictable sources of revenue, increasing trends to “conditional” funding and shared responsibility for capital purchases. These circumstances have contributed to instability in staffing, program delivery and finances.

CGS has moved to address these issues by increasingly effective monitoring and evaluation; allowing the department to identify potential problems and provide information and advice to municipalities more quickly. Where there have been difficulties, CGS and municipal councils successfully negotiated more direct support through the appointment of qualified supervisors to help municipalities respond.

While these measures are focused on identifying and responding to problems, the Department is also taking steps to effect positive, long-term change. Major initiatives in support of human resource development will continue through the Municipal Training Organization.



As the situation continues to improve, the Department will respond with increased flexibility and accountability for those municipal corporations ready to move forward. Funding restrictions have often caused resources intended for day to day “core” programs and services being used to cover shortfalls in other areas.

The Department will be reviewing this issue and providing increased support to municipalities for effective planning and implementation of programs to protect, maintain and replace capital assets. These efforts will help ensure the most effective use of available resources and are aimed at long term stability and quality of programs and services for residents.

## Profiles of Municipalities

Municipality	2001 Census Population Count*	Mean Temp (Celsius)		Roads (km)	Total Operating Expenditures (In millions) 03/04	Median Household Income 2000*	Population Statistics	
		July	Jan.				% of population 0 to 19 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)	2.89	41,472	53.4	26.4
Arviat	1,899			20.65	5.68	36,864	53.4	41.0
Baker Lake	1,507	H 16.7 L 6	H -28.7 L -35.8	22.16	6.49	30,720	46.8	25.5
Cambridge Bay	1,309	H 13.8 L 5.6	H -26.4 L -33.8	19.5	6.49	51,456	43.2	17.5
Cape Dorset	1,148	H 11.2 L 3.5	H -21.7 L -28.3	20.8	10.67	36,480	49.2	28.1
Chesterfield Inlet	345			12	3.35	40,192	49.3	29.3
Clyde River	785	H 8.2 L 0.6	H -24.2 L -31.9	8.5	3.14	44,160	52.2	26.7
Coral Harbour	712	H 13.9 L 4.6	H -25.8 L -34.1	21.8	4.79	32,512	53.4	19.3
Gjoa Haven	960	H 13.8 L 5.6	H -26.4 L -33.8	14	8.79	31,968	50.	41.6
Grise Fiord	163			3.4	1.76		55.2	19.6
Hall Beach	609	H 9.4 L 2.8	H -27.8 L -35.7	5.1	5.65	34,688	52.5	37.3
Igloolik	1,286	H 10.7 L 3.3	H -27.2 L -34.2	10.1	4.78	35,904	51.7	35.4
Iqaluit	5,240	H 11.6 L 3.7	H -22.5 L -30.6	23	28.4	69,650	36.1	9.8
Kimmirut	433			8.2	2.64	42,496	49.7	20.3
Kugaaruk	605	H 9.7 L 2.9	H -29.7 L -35.6	5	6.13	47,488	52.9	19.7
Kugluktuk	1,212	H 13.8 L 5.6	H -26.4 L -33.8	17	5.86	39,552	45	28.5
Pangnirtung	1,276			14.3	5.39	35,968	47.4	31.1
Pond Inlet	1,220	H 9.8 L 2.1	H -28.8 L -35.9	13	4.2	41,632	54.1	31.8
Qikiqtarjuaq	519			7.86	3.04	30,114	43.4	46.8
Rankin Inlet	2,177	H 14.9 L 5.9	H -28.3 L -35.5	23.44	7.14	54,997	44.3	16.2
Repulse Bay	612			10.8	4.75	39,168	57.2	32.3
Resolute Bay	215	H 7.1 L 1.4	H -28.8 L -35.9	15	2.08		41.9	6.9
Sanikiluaq	684			9	3.25	37,696	51.2	41.5
Taloyoak	720	H 11.5 L 3.2	H -29.7 L -39.3	11	7.13	36,096	50.7	29.3
Whale Cove	305			13	3.14	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 – based on people who said that they have been "actively" looking for work PLUS those persons who said that the reason they hadn't been "actively" looking for work was that there was no work in their community and/or their skill set.

\*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 – based on people who said that they have been "actively" looking for work PLUS those persons who said that the reason they hadn't been "actively" looking for work was that there was no work in their community and/or their skill set.

## **Community Infrastructure**

In supporting our people and communities, we must invest in the infrastructure people need to live healthy and productive lives. Infrastructure investment is required in several key municipal sectors including, but not limited to, water and waste, transportation, fire protection, municipal administration and recreational 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, is not sufficient to meet the need. 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 face problems of similar magnitude. 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.

Communities must develop the administrative capacity to allow them to become more self-reliant and encourage economic growth. Administrative buildings such as hamlet offices must be built and maintained, and municipal equipment required for the delivery of water and removal of wastes must be maintained and improved. Existing facilities are basic and continue to hinder growth.

### **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. A number of communities receive only one sealift delivery each year, usually very late in the summer.

### **Petroleum Products and Global Markets**

As elsewhere in Canada, fuel prices in Nunavut are dependent on the price of crude oil on world markets. Due to the increased price of crude oil on the world market, costs for the purchase of fuel for distribution in Nunavut increased dramatically in recent years. As well, oil prices are measured in US dollars, making long range planning problematic, as currency values fluctuate.

This year the world price of oil has been very unstable. This is due in part to the continued unrest in Iraq, high demand by China and Japan and low inventories in North America. As a result, the Petroleum Products division is facing substantial additional costs, which have impacted on retail pricing levels. The cost to purchase fuels for the 2004 re-supply have increased on average approximately 50% from the 2003 re-supply cost levels.

### **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 and Retaining 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.

CGS is seeking innovative ways to recruit and retain quality staff, including involvement in career development initiatives for Nunavut's youth, as a means of promoting employment within the department. To heighten young Nunavummiut awareness of GN careers, the department has developed an in-depth presentation that

may be shown at community high schools, when departmental employees visit communities, on business travel.

## **Human Resources**

Article 23 of the *Nunavut Land Claims Agreement* grants a powerful mandate to the Government of Nunavut to work towards increase Inuit employment in the Territory's Government. CGS is fully aware of its obligations, and welcomes the opportunity to create a representative workforce that is both equitable and effective.

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 committed to the Management Development / Sivuliuqtiksat Program that seeks to develop internship opportunities with support and funding by Human Resources. The year 2004 has seen the first graduation from the Sivuliuqtiksat Program. Sivuliuqtiksat, along with the Apprenticeship Program, are proving to be highly effective initiatives, and an increasingly numerous and professional Inuit workforce is becoming the new reality.

## **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 often meant a high turnover rate of staff, and the associated danger of 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.

The MTO delivered training events on such topics as: management, recreation, land administration, municipal works, finance, emergency services, workplace safety and computer use.

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. Nunavut's Municipal Knowledge Network website is now on line. The site links all Nunavut municipalities and provides templates/sample documents, access to technical support personnel, and discussion groups. The site will eventually provide on-line training for municipal staff.

### **Nunavut Fire Protection**

The need to maintain public safety coupled with increasing costs of 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. Maintaining affordable fire insurance has become a major issue for Nunavut communities. 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 key to protecting communities and reducing insurance costs in the long-term is a comprehensive Loss Prevention Program. The Fire Protection Strategy is a crucial element of the overall program.

Implementation of the Fire Protection Strategy is underway. The focus has been on increased training, updating of community fire fighting equipment, and increasing public awareness. Community support and involvement with the Fire Protection Strategy are needed to enhance community fire prevention ability. This will be a major step toward address current shortfalls in the ability to effectively meet all identified fire protection needs. To date, several critical issues have been addressed. These include:

- Training
- Improving fire protection infrastructure
- Monitoring and Evaluation –statistical reporting

### **Critical Issues**

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

- Municipal funding formula is overly complex and under funded.
- Rapid population growth is increasing demand on municipal services.
- Improving basic infrastructure at the community level places a strain on CGS's capital budget.



- Increasing maintenance and operational costs for systems, services and aging infrastructure.
- The need to develop new standards, regulations, policies, procedures, and guidelines governing the development and use of critical information systems.
- Protecting capital assets such as schools.
- Fuel costs continue to rise, due to increases in the world petroleum prices.
- Petroleum spills have raised concerns about preservation of the natural environment.
- There is a continuing need to train municipal employees, so that communities may increase their capacity and offer improved services.
- The Government must insure compliance with Section 23 of the *Land Claims Agreement*, and every effort must be made to increase Inuit employment within Government.

## CORE BUSINESS

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

	Budget (\$000)	
	2005-06	2004-05
Advisory and Administrative Services	8,628	7,705
Community Support Services	9,228	8,838
Government Services	48,905	42,940
Municipal Transfer Payments	39,843	35,068
Protection Services	4,880	2,762
Technical Services	21,171	19,065
Petroleum Products *	0	0
<b>TOTAL</b>	<b>132,655</b>	<b>116,378</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.

Programs	Budget (\$000)	2005-06	2004-05
<b>Directorate</b>		1,569	1,335
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; Procedures</b>		590	480
Provides policy and legislative support for the senior managers and Minister.			
<b>Corporate Services</b>		3,950	3,871
Provides financial management, accounting and administrative services for the department.			

<b>Regional Offices</b>	1,964	1,734
Coordinates program and service delivery to communities through regional offices.		
<b>Support Services</b>	555	285
Provides Human Resources services as well as providing internal procedural administrative services for the department.		
<b>Total, Advisory and Administrative Services</b>	<b>8,628</b>	<b>7,705</b>

**Priorities (2004-05)**

- Legislative Review and amendments to the Fire Prevention Act and the Planning Act;  
**Status:** *Legislative Proposal has been completed for the Fire Prevention Act. Review and amendments to the Planning Act are ongoing.*
- Revise and update department policies as needed, promote department policies and legislative amendments within Nunavut communities as required;  
**Status:** *Ongoing*
- Coordinate the development of a GN-wide infrastructure strategy.  
**Status:** *The department completed a draft strategy and has undertaken consultation with departments and NAM*
- 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 who graduated this year and has used internal mentoring strategies for other positions.*
- Accomplish the goals as set out in the GN Official Languages Guidelines for the department  
**Status:** *The department reviewed the guidelines, determined the actions required, identified resources required and began implementation.*

**Priorities (2005-06)**

- IQ initiatives are a priority for staff. Consultation with elders and associated IQ activities will increase our staff's knowledge and contribute to a common base of information about IQ, ensuring its continued relevance to the daily life of the Department.

- Continue to improve the recruitment, training and mentoring of Inuit to increase employment and retention in all program areas of the department.
- Continue legislative review and drafting of amendments to the Fire Prevention Act for winter session 2005.
- Undertake legislative review of the Local Authorities Elections Act and the Planning Act minor amendments
- Undertake a review of the Consumer Protections Act –some house keeping and some new provisions and amendments.
- Assist with the legislation proposal to amend the following Regulations: Boilers Pressures Regulations, Electrical Safety Regulations, Elevating Devices Safety Regulations and Gas Safety Regulations

## **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.

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

Consumer Protection advises citizens and businesses on their rights and obligations, and is responsible for related legislation and policies. Consumer Protection seeks to create a positive atmosphere that fosters economic growth while protecting the public interest.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
<b>Community Development</b>		3,234	2,763
Develops and aids community development by fostering self-reliance, through initiatives that develop the capacity of communities to operate services.			
<b>Municipal Training Grant</b>		170	170
To facilitate the development and provide delivery of municipal training initiatives in Nunavut.			
<b>Community Development Fund</b>		1,050	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>	3,060	2,673
Responsible for providing community planning, mapping, property assessments and land administration services.		
<b>Consumer Affairs</b>	259	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 senior citizens and disabled persons residing within 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>	100	100
Facilitates community leaderships meeting in Nunavut.		
<b>Community Asset Protection Program</b>	1,200	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.		
<b>Total, Community Support Services</b>	<b>9,228</b>	<b>8,838</b>

**Priorities (2004/05)**

- The Department will continue to develop 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 areas of municipal responsibility and decision making.

**Status:** *Ongoing.*

- 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.

**Status:** *Agreement has been reached with INAC on a protocol for dealing with the land under "beds of bodies of water" (currently under federal Crown administration and control). Work is underway on the records on federal and territorial 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.

**Status:** *A first draft of the Land Administration Procedures Manual is complete.*

- 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.

**Status:** *Municipal training is now offered to the entire management team in each community, and has been expanded to include training for GN employees, members of District Education Authorities, Hunters and Trappers Organizations, and other non-government organizations. In 2004, the total number of MTO students will be approximately six hundred and fifty.*

- Develop individual community capacity plans and support community development and training initiatives.

**Status:** *Municipal Evaluations are underway to determine specific needs within communities. Fifteen evaluations will be completed by 2004/05, with the remainder scheduled for completion in 2005/06.*

- Lead the development of a long-term, comprehensive infrastructure development and facility management strategy.

**Status:** *The Department has finalized and published its strategic plan. Collaboration with the Government of Canada is progressing on the Strategic Infrastructure Fund and the Municipal Rural Infrastructure Fund.*

- Development and implement a communication plan regarding consumer affairs programs and services.

**Status:** *Ongoing*

### **Priorities (2005/06)**

- Develop the framework for the transition of Hamlets to Municipal Taxing Authorities, as they are ready.
- Implement and monitor a simplified and improved Water Sewage Subsidy Program pilot project in three communities.
- Develop improved reporting structures for asset management functions in the regions.
- Complete the move of responsibility for the Municipal Maintenance Operating System to the regions and communities.
- Implement the Consumer Affairs public awareness strategy.

## Government Services

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

Informatics Planning and Services support accurate and secure data collection, storage, processing and retrieval using computers, networks and telecommunications services for all Government of Nunavut departments and agencies.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
<b>Telephone Systems (Voice and Video)</b>		4,542	2,866
Provides the Government of Nunavut with telephone communication services including installation, maintenance, support and administration of telephone, facsimile transmission, and video conferencing services.			
<b>Information Systems (Systems)</b>		13,709	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.			
<b>Information Planning (Policy and Standards)</b>		897	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>		10,495	9,920
Develops the acquisition of space and administers acquisition and disposal of real property assets.			
<b>Utilities Management</b>		17,547	14,586
Administration of utilities for government facilities. Promotes conservation of non-renewable resources.			
<b>Contracts</b>		347	288
Provides expertise in the preparation of tenders and contracts for a variety of activities including, construction, freight, consulting services, for all government departments.			

<b>Procurement</b>	526	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>	342	329
Develops and implements policies, standards, procedures and guidelines on records management issues. Oversees, maintains and implements Administrative Records Classification System (ARCS) and Operational Records Classification systems (ORCS). Manages three record centers across Nunavut in Iqaluit, Rankin Inlet and Cambridge Bay.		
<b>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>48,905</b>	<b>42,940</b>

**Priorities (2004-05)**

- Review information management capabilities and priorities in the GN and develop a strategic plan to assist all departments;  
**Status:** *GN Informatics Strategic Plan (2005 – 2009) completed in 2004 – 2005, with implementation to begin in 2005-2006.*
- 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.  
**Status:** *Key policies on acceptable use and information management completed in 2004-2005. Comprehensive documentation of information and technology-related policies, procedures and standards to be completed in 2005-2006.*
- 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;  
**Status:** *Generic GN Gateway construction completed in 2004-2005 with gradual connection of the GN's major enterprise applications through it beginning in 2005-2006.*



- 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;

**Status:** *Review of server infrastructure and Telecommunications infrastructure completed in 2004 – 2005. Conversion of remaining GN desktops to Windows XP scheduled for 2005-2007.*

- 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;

**Status:** *The Nunavut Broadband Development Corporation, in part with financial assistance from CGS, is expected to complete connection of all Nunavut communities to the Internet during 2005-2006.*

- 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;

**Status:** *Program and systems mapping of Health services was completed in 2004-05, analysis is underway and new system development will begin in 2005-2006. In the Department of Education, the analysis of one program (Income Support) has been completed, with system procurement initiated.*

- Extend the Government's use of video conferencing in order to reduce travel costs associated with regular GN business meetings;

**Status:** *Testing of generic video-conferencing between selected communities completed in 2004-2005, with gradual deployment to other decentralized communities in 2005-2006.*

- 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.

**Status:** *Work on the Maintenance Management Operating System is progressing, and the initiative will remain a departmental priority into the years 2005-2006.*

- 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.

**Status:** *Discussions are ongoing with the municipality. The Department continues to gather the necessary data to enable future transfer of operations and ownership of the utilidor.*

- Develop and Implement the Government wide Records Management System.

**Status:** *Ongoing. The implementation of the Government wide Records Management Policy, including the design and implementation of Electronic Records Retention System, will continue.*

### **Priorities (2005-06)**

- Review the Government's overall information management methods and capabilities leading to a Strategic Information Management Plan which better aligns information handling with the Government's corporate objectives and priorities;
- To review the Government's core telecommunications strategy, and then procure inter-community networking capabilities that better support cost saving technologies like video-conferencing and broadband roaming for business meetings and staff training.
- To begin a comprehensive transition and upgrade of the telecommunications and informatics infrastructures of the former Boards of Education and Health Boards in all Nunavut communities.
- To enhance and expand the GNs Internet presence on the World Wide Web. To institute and rapidly expand the GNs use of intra-net services as a means of distributing information and documentation within and between departments.
- Completion of the Contract Procedures Manual with delivery of Manual and Contracting Support, including associated training workshops.
- Completion of analysis of Procurement Services, including service protocol, systems, and processes.
- Completion of analysis of sea-lift delivery and client satisfaction.

## Municipal Transfer Payments

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

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
<b>Municipal Operation Assistance Policy</b>		29,464	25,463
Allocates core funding that assists community governments to deliver municipal programs and services.			
<b>Water &amp; Sewage Funding Program</b>		5,569	5,071
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.			
<b>Grant in Lieu of Taxes</b>		1,120	1,020
Ensures fair compensation to tax based municipal governments municipal services provided to the GN.			
<b>Equalization Grant</b>		614	614
Financially assists municipalities under a municipal taxation authority and to reduce the tax burden on residents for the provision of municipal services.			
<b>Community Transfer Initiative</b>		3,076	2,900
Funds the transfer of responsibilities, functions and resources from various GN departments to municipalities.			
<b>Total, Municipal Transfer Payments</b>		<b>39,843</b>	<b>35,068</b>

### Priorities (2004-05)

- The department will monitor the financial health of Nunavut municipalities and assist deficit communities increase capacity by implementing sustainable recovery plans;

**Status:** *Recovery plans have been implemented in two communities. Plans are being developed for two other communities. Visitations have been increased to deficit communities, to assist municipal employees in maintaining and*

monitoring operations. The MTO continues to sponsor training aimed at building capacity.

- Develop recommendations to improve the MOAP and water/sewage funding formulas;

**Status:** *Work is ongoing. A committee has been struck to examine the formula and forward recommendations for change. Initial consultation with the community is completed.*

- Work with Cape Dorset to complete the revision and update of their CTI and explore interest in other communities.

**Status:** *Cape Dorset tentatively finalized negotiations with the GN departments covered under the CTI agreement. The final agreement should be executed on or before December 31, 2004.*

### **Priorities (2005-2006)**

- The department will review the success of financial recovery plans and continue to support communities to improve financial capacity.
- The department will adopt improved MOAP and water/sewage funding formulas.

### **Protection Services**

Protection Services is responsible for the Office of the Fire Marshal and the Emergency Measures Organization (EMO) and building technical standards/safety inspections. These services include review of building plans and inspection of facilities to ensure they comply with various fire safety and mechanical/electrical codes. Inspection Services are provided to the public and private sector.

The division is responsible for the implementation of the Fire Prevention Strategy. Training opportunities are provided to volunteers who, in turn, provide emergency and firefighting services throughout Nunavut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
<b>Emergency Management Organization</b>		741	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>	99	99
Ensures the provision of basic essential fire fighting training and equipment for Municipal Fire Fighters in Nunavut.		
<b>Fire Marshal's Office</b>	1,065	941
Provides inspections and enforcement of the applicable Acts & Regulations including the <i>Fire Prevention Act, National Building Codes, National Fire Codes, Cities Towns and Villages Act, and Hamlets Act.</i>		
<b>Fire Protection Strategy</b>	2,000	0
Provides for implementation of approved Nunavut Fire Protection Strategy. Strategy funding approved within current fiscal year, hence modified budget amount.		
<b>Inspection Services</b>	975	1,012
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>4,880</b>	<b>2,762</b>

**Priorities (2004-05)**

- Assess progress of community Search & Rescue (SAR) efforts and continue to promote participation in development and training for initial responders.  
*Status: Work is ongoing to ensure communities have SAR societies to provide continuing support to Marine Based SAR groups.*
- Implement Nunavut Fire Protection Strategy.  
*Status: One million dollars of funding was obtained to initiate full-scale implementation. Initiatives undertaken include training equipment purchase, support for Fire chiefs and public promotion.*
- Expand the Fire Prevention / Loss Control in Schools program.  
*Status: Juvenile Fire Setter Intervention program was used to address vandalism concerns. Fire Prevention Week Contest was taken to Nunavut schools – included posters, colouring, etc. (winning entries to be used in new year calendar).*

### Priorities (2005-06)

- Community residents will be consulted about their knowledge of environmental conditions found in their communities, and this information will be incorporated into Search and Rescue (SAR) policies and directives.
- Assess impact of 1st year Nunavut Fire Protection Strategy initiatives and implement 2nd year initiatives to further meet the needs of communities.
- Increase our involvement in Hazard Awareness and Loss Prevention activities, particularly in schools.
- Build on success of Community SAR training provided to date in communities by further developing those groups and implementing programs for those communities not yet up to this level.
- Develop Territorial Emergency Communication Strategy.
- Assist Technical Services in assessing the impact of the proposed Environmental Protection Act Tank Regulations and assist other stakeholders, including the private sector, in preparing for compliance.

### 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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
<b>Capital Program</b>		1,446	669
Responsible for the development of the department Five Year Capital Plan, an essential component in fulfilling lifecycle management requirements for municipal infrastructure.			
<b>Technical and Project Support Services</b>		3,049	3,314
Supports the Capital Planning Process through the preparation of a project brief that describes cost estimates, scheduling, site selection and life cycle costs. Project Support also provides continuing support to the Regional Project Staff through the construction phase until completion.			

**Regional Project Management** 2,784 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** 13,892 12,298

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** 21,171 19,065

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**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.

**Status:** *Services are being provided to all clients when requested or required. A standardized reporting system for technical reviews was established.*

- GN-wide technical standards for infrastructure and managing the GN's inventory of owned/leased office facilities and space allocation will be enhanced.

**Status:** *Technical Standards are currently under review.*

- An updated user-friendly contract procedures manual will be completed.

**Status:** *The Contract Support Services revisions and development of the updated Contract Procedures manual is presently ongoing with implementation of an updated manual and associated workshops planned for 2005-06 fiscal year.*

- Inspections of existing facilities to ensure compliance with building/mechanical and electrical code standards will be expanded.

**Status:** *Inspections of existing facilities are being completed. These inspections will be used to determine future life cycle renewal and capital improvement needs. Standardized inspection reporting is currently under development.*

- 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.

**Status:** *A review of all available and required information is being completed. Systems currently available to the GN are being evaluated. Systems being used by other jurisdictions are under review.*

- CGS will participate on the Facilities Risk Management Committee in the on-going efforts to reduce risk and decrease insurance for GN assets.

**Status:** *An annual Loss Prevention Inspection of all GN facilities has been added to the GN maintenance standards. All acquired assets are now reported to Risk Management for insurance purposes. Building systems that reduce the risk of loss are being evaluated for recommendation in future building design.*

### **Priorities (2005-06)**

- IQ principles will be applied to the planning, design and construction of community infrastructure. As a department that is directly involved in the growth and development of various communities throughout Nunavut, Department staff are aware and respectful of the vast knowledge available from people at the community level
- Inspections of existing facilities to ensure compliance with building/mechanical and electrical code standards will be expanded.
- Full implementation of the capital planning and asset management database.
- Implementation of phase # 1 of Energy Conservation Training and Awareness Program.

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

### *Revolving Fund*

The PPD of the Department of CGS has the responsibility for the supply and transportation of petroleum products in 27 communities. The Financial Management Board (FMB) has the authority for establishing the retail price in these communities.

PPD operates under the *Petroleum Products Revolving Fund Act* (PPRF), with an authorized limit of \$75 million, was increased to \$110 million in the near future. 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.

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

- Cost effective supply and delivery of fuel products to the Nunavut communities in a safe, efficient and environmentally responsible manner.

**Status:** *PPD is working closely with the transportation contractor to minimize fuel spills during discharge activities in our communities by implementing procedures with weekly inspections of all hose and couplings. Recommendations from Transport Canada will be implemented.*

- 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:** *Working with EIA, Finance and QEC to develop transition plans.*

- 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:** *Testing in the Kivalliq proved the high quality of petroleum products. There has been a significant reduction in airlifts due to improved planning, resulting in decreased costs for consumers.*

- Re-supply Kugaaruk with all fuel products by a tanker in lieu of annual airlift.

**Status:** *Delivery to Kugaaruk by tanker was successful completed. This method will continue if Transport Canada allows the tanker to sail into No-Entry Zone in 2005, to re-supply.*

- Implement remediation work in communities where required in conjunction with Capital Projects.

**Status:** *On-going where Capital Projects are underway. This project will continue during fiscal 2005-2006, where Capital Projects are underway. Work is ongoing in eleven Nunavut communities.*

- Renew the Churchill Marine Tank Farm Contract to store bulk fuels destined for the Kivalliq communities.

**Status:** *Successfully completed.*

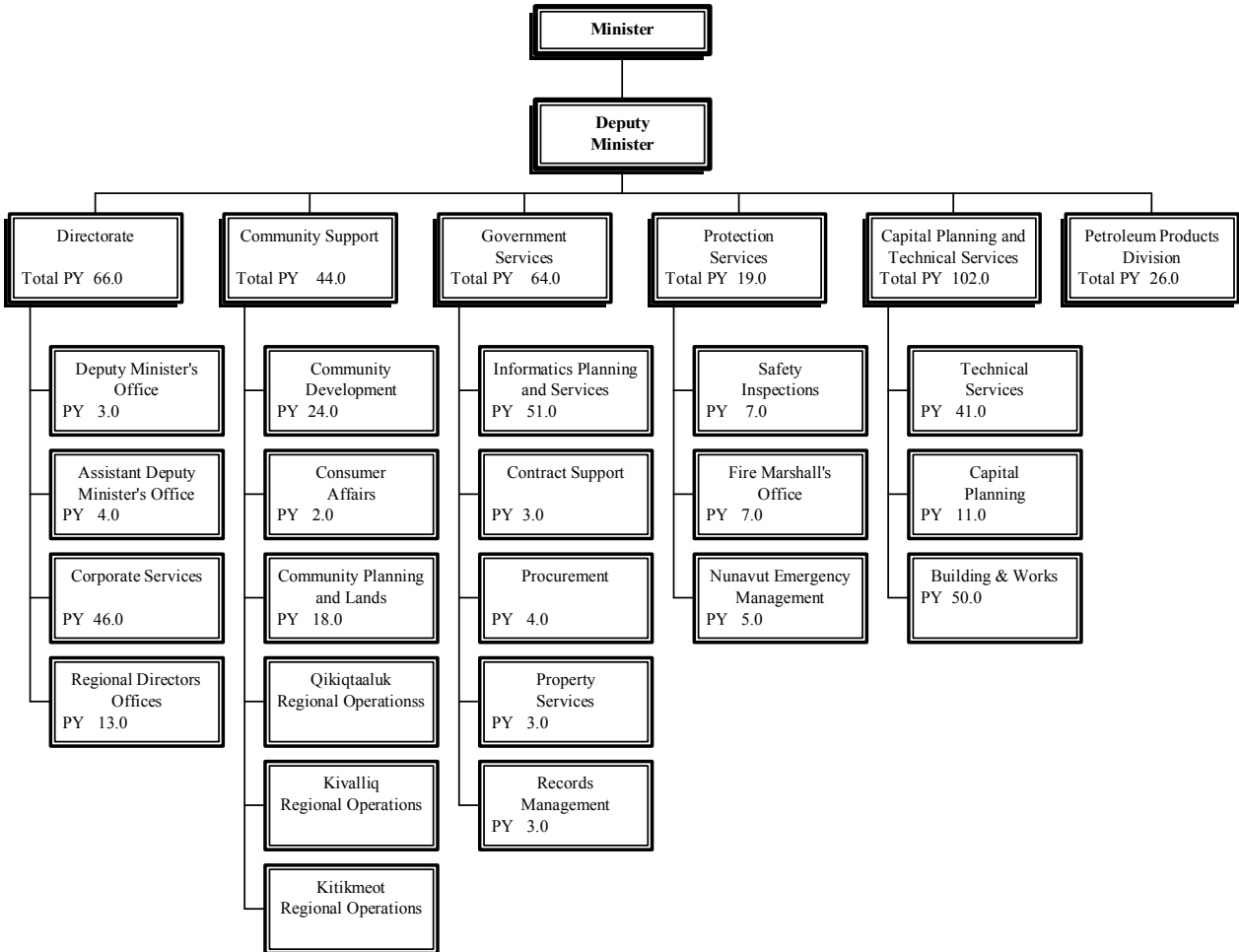
### **Priorities (2005-2006)**

- Ensure all Regional PPD Officers renew and or complete their Supervisor Oil Transfer Operations training.

- Continue to lobby Transport Canada for a tanker to sail into Kugaaruk with all fuel products in lieu of annual airlift.
- Implement recommendations by Transport Canada on our fuel transportation contract.
- Ensure Environmental and Emergency Plans are developed and implemented.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	295.0
Vote 4/5 PYs	0.0
Revolving Fund PYs	26.0
<b>TOTAL PYs</b>	<b>321.0</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. 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. It is responsible for the implementing the Fire Protection Strategy and training related to fire and emergency services.

**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.

### Financial Summary

Branch	2005- 2006 Main Estimates		2004- 2005 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	6,697	66.0	5,908	72.0
Grants & Contributions	0		0	
Other O&M	1,931		1,797	
<b>Subtotal</b>	<b>8,628</b>		<b>7,705</b>	
<b>COMMUNITY SUPPORT AND OPERATIONS</b>				
Salary	4,477	44.0	3,522	46.0
Grants & Contributions	42,318		38,043	
Other O&M	2,276		2,341	
<b>Subtotal</b>	<b>49,071</b>		<b>43,906</b>	
<b>GOVERNMENT SERVICES</b>				
Salary	6,077	64.0	5,497	68.0
Grants & Contributions	500		500	
Other O&M	42,328		36,943	
<b>Subtotal</b>	<b>48,905</b>		<b>42,940</b>	
<b>PROTECTIVE SERVICES</b>				
Salary	1,906	19.0	1,788	19.0
Grants & Contributions	1,199		99	
Other O&M	1,775		875	
<b>Subtotal</b>	<b>4,880</b>		<b>2,762</b>	
<b>CAPITAL PLANNING AND TECHNICAL SERVICES</b>				
Salary	9,826	102.0	8,421	99.0
Grants & Contributions	0		0	
Other O&M	11,345		10,644	
<b>Subtotal</b>	<b>21,171</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>132,655</b>	<b>321.0</b>	<b>116,378</b>	<b>330.0</b>

**Department of**  
**Economic**  
**Development and**  
**Transportation**

**Business**  
**Plan**

*2005-2006*

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## **INTRODUCTION**

The Department of Economic Development & Transportation's (ED&T) 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 guides 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 transportation infrastructure to improve access throughout Nunavut.
- Local participation and inclusiveness in decision making.
- An integrated approach to economic 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.

### **Language Initiatives**

ED&T is striving and committed to using the language guidelines of the Government of Nunavut. The Department has ensured that Inuktitut, Inuinnaqtun, French and English languages are used and visible on all signage in the offices. Phones are answered by individuals who are bi-lingual in either Inuktitut or Inuinnaqtun and English and a designated staff person is available for service in French.

## **STRATEGIC LINK TO PINASUAQTAVUT**

### **Inuit Qaujimajatuqangit**

ED&T is committed to the implementation of Inuit Qaujimajatuqangit (IQ) in the workplace. The Department has established an Inuit Qaujimajatuqangita Isumaksaqsuqtingit (IQI) Committee. This committee will provide advice and recommendations to the Department on IQ related issues, through review and input into policy and program development and advice on the implementation of 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.

### **Healthy Communities**

ED&T is committed to enhancing economic opportunities in Nunavut with an emphasis on smaller communities. The Department will be developing and revising programs in the key economic sectors and continue to promote training of individuals/businesses at the local/regional level.

### **Simplicity and Unity**

ED&T will be ensuring that all public documents are written in plain language and easily accessible to the public. The Department will strive to ensure that Inuit Societal Values are incorporated into all policies and procedures.

The Department will be revising and developing business development programs that enhance support, reduce impediments and easier to read.

### **Self Reliance**

ED&T is the lead department of the Government of Nunavut in the implementation of the Nunavut Economic Development Strategy (NEDS). The Department will ensure that the key priorities affecting the Government are implemented.

The NEDS will be implemented in partnership with our key partners NTI, INAC and in consultation with Nunavut Economic Forum.

The Department will be increasing the number of Inuit beneficiaries in the Department, through recruitment and on-going training programs and internship programs.

### **Continuing Learning**

ED&T will ensure that training opportunities in the key sectors and small business are developed and enhanced and delivered at the local/regional level.

## **ENVIRONMENTAL SCAN**

### **Economic Growth and Development**

The underpinning of Nunavut's economy is the enormous untapped potential of the Canadian Arctic. Nunavut is a vast area spanning almost two million square kilometers, covering 20 percent of Canada's land mass and accounting for two thirds of Canada's coastline. The foundation of Canada's sovereignty and economic security lies within Nunavut's borders.

Historically, Nunavut's economy has centered on harvesting traditions and many Nunavummiut continue to maintain strong ties to the land. Nunavut's striking landscapes and wealth of traditions has fostered a rich and vibrant culture that is recognized around the world. Today, Nunavut's economy is rapidly transforming with new opportunities in mining, tourism, fisheries, and arts and crafts industries. There are also additional viable opportunities in the aerospace, energy and new media sectors. This economic growth is putting increasing pressure on transportation infrastructure in the Territory. Each growth sector of Nunavut is a vital component of Canada's northern economy and an opportunity for Nunavummiut to fully participate.

The primary objective is to turn the enormous potential of Nunavut into economic reward. This requires the integration of Nunavut's community-based economies with the global economy. As Nunavut's capacity grows, trade and export will play an increasing role in Nunavut's economic prosperity. Isolation and communication barriers can be overcome by creating vital linkages that are enabled by broadband infrastructure and adoption of the knowledge economy.

### **Community Economic Development**

Community economic development is a community-based approach to planning and development. It encompasses economic, social, cultural and environmental priorities and goals of the community. Full participation of community members in the economy allows for effective partnerships, and identifies and builds on local resources which support community capacity building.

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

The private sector, especially small Nunavut-based businesses, is still a very small proportion of the whole economy. Many business opportunities require management skills and capital that often small businesses owners do not currently possess. There is a 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.

### **Tourism Development**

Nunavut has potential tourism attractions that could drive the demand for Nunavut tourism products and services worldwide. The tourism sector generates external capital, promotes Inuit culture and 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 and product development.

### **Knowledge Economy Development**

There is a need to embrace the knowledge economy at the individual and community level to realize its potential for revitalizing the Nunavut economy. For example, the development of broadband infrastructure is vital to fostering the knowledge economy in Nunavut. Opportunities will emerge for Nunavummiut to engage in e-commerce, participate in online training, promote the culture and develop advanced communications.

### **Distribution and Export**

Nunavut lacks mechanisms to support trade of locally produced products. On the supply side, Nunavut businesses and development corporations need to become export ready and build the capacity to supply extraterritorial markets. On the demand side, viable niche markets for Nunavut products need to be developed or expanded through branding, marketing and establishment of distribution channels. There is a need to foster the development of value-added industries in arts and crafts, traditional harvesting and eco-tourism.

### **Mineral Exploration and Development**

Nunavut has become recognized as one of the most attractive jurisdictions for mineral exploration investment in the world. This exploration activity is occurring across the territory, with associated employment and business opportunities in at least 10 communities. In 2004, mineral exploration investment in Nunavut was estimated between \$130 and \$150 million dollars. Mineral discoveries resulting from this investment will provide a strong foundation for Nunavut's future economy.

### **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. Recent studies indicate that the time for renewed exploration and development of Nunavut's petroleum resources is fast approaching and we will be taking a proactive approach to promoting Nunavut and its resources would be prudent for all Nunavummiut.

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

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

### **Transportation**

Transportation affects the lives of Nunavummiut everyday and is different compared to the rest 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.

### **Airport Improvements**

Air transportation is the only year round means to access neighboring communities, other regions and southern Canada. Many airports require improvements for safety, security and maintenance reasons, and the need to accommodate newer and more efficient aircraft. This will lead to lower cost and improved air services. Nunavut airports are also strategically located for servicing international flight routes and the possible development of a cold weather testing industry.

### **Community Harbours Improvement**

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

### **Investment Attraction**

Investment is necessary to provide Nunavut businesses and development corporations with the financial resources to develop opportunities. It is vital to attract both public and private investment from outside Nunavut to strengthen the economy. There is a need to research and analyze investment opportunities, in order to develop new value-added industries.

### **Alternate Financing Systems**

There is a lack of community banking and financial systems that would encourage savings and facilitate the distribution of lending capital throughout Nunavut. Development of viable community banking systems to support community economic development and wealth generation is imperative.

### **Leveraging Public Funding**

Nunavut has many unique needs and circumstances which need to be recognized and properly resourced in order for economic development to take place. As interest into Nunavut's natural resources and tourism increases, so will the demand for adequate public transportation infrastructure. With growing public needs and limited resources, the Government of Nunavut must work in cooperation with other levels of government and its partners in order to leverage adequate funding to build a strong and sustainable economy.

### **Critical Issues**

ED&T faces several critical issues and associated challenges that impact on the accomplishment of its goals and objectives. These include:

- Ensuring that IQ is the basis for ED&T programs and services;
- Meeting Inuit employment objectives;
- Continuing to support a decentralized government model;
- Increasing public scrutiny regarding economic development opportunities;
- Reducing high transportation costs and improving services;
- Finding new markets for Nunavut's products and services;
- Leveraging additional outside funding to support development activities;
- Reducing regulatory burden affecting territorial program costs.



## CORE BUSINESS

The scope of responsibility for ED&T ranges from local, regional and national developmental activities in support of key sectors of Nunavut's economy, while at the same time, ensuring that access and mobility of goods and services are provided to communities and residents fairly. ED&T 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. ED&T is also cognizant that developmental activities must also ensure the wise use of our natural resources upon which many Nunavummiut depend for their livelihood. To achieve this end, ED&T concentrates on five lines of core business:

	Budget (\$000)	
	2005-06	2004-05
Advisory & Administrative Services	5,064	4,359
Community Capacity Building	17,749	13,264
Tourism, Trade & Export Development	2,813	2,616
Minerals & Petroleum Resources	2,154	1,619
Transportation	16,884	16,002
<b>TOTAL</b>	<b>44,664</b>	<b>37,860</b>

### Advisory & Administrative Services

Advisory and Administrative Services provides overall central leadership and direction to ED&T and also monitors overall progress on key cross government priorities, including implementation of Pinasuaqtavut, Inuit Qaujimajatuqangit, and the Inuit Employment Plan. 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.

Programs	Budget (\$000)	2005-06	2004-05
<b>Directorate</b>		<b>1,307</b>	<b>1,097</b>

The Directorate is responsible for the overall management and strategic direction of ED&T and communicates through the offices of the Deputy Minister and Assistant Deputy Ministers of Economic Development and Transportation. The Directorate also oversees the implementation of Inuit Qaujimajatuqangit initiatives and program development.

**Strategic and Corporate Services** **1,890** **1,882**

Strategic and Corporate Services oversees all policy development, corporate planning, administration, as well as ensuring effective communications within the Department, the GN, and with Nunavummiut. This division also actively pursues the implementation of the Inuit Employment Plan and the Languages Policy for the Department.

**Nunavummi Nangminiaqtunik Ikajuuti Secretariat** **587** **144**

The Nunavummi Nangminiaqtunik Ikajuuti (NNI) Secretariat is responsible for the facilitation, coordination and implementation of the NNI policy and is the chief advocate for this policy. The goal of the NNI policy is to ensure and promote long-term economic development in Nunavut by maximizing the participation of Nunavut residents, with the focus on Inuit, both in the general workforce and on government funded projects.

**Community Operations Management** **1,280** **1,236**

Community Operations Management is responsible for overall program implementation and financial management, and administrative services in the three regional operations offices located in Pond Inlet, Rankin Inlet and Kugluktuk.

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**Total, Advisory & Administrative Services** **5,064** **4,359**

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**Priorities (2004-05)**

- Lead development of ED&T Business Plan, program evaluation and establishment of targets and performance measures;

**Status:** *The ED&T Business Plan has been developed for 2005/06, and program evaluation has been initiated, with appropriate targets and identification of performance measures underway.*

- Lead and assist in the development and implementation of strategic policy initiatives;

**Status:** *The Nunavut Film Policy has been implemented; the Nunavut Arts & Crafts Strategy and the Carving Stone Strategy have been developed for implementation in 2005/06.*

- Advance discussions with the Government of Canada for an Economic Development Agreement;

**Status:** *The Federal Budget announced \$90 million to support Northern Strategy / Economic Development Fund over the next five years. Approximately \$27million will be provided to Nunavut under this funding. ED&T continues to seek a long-term economic development agreement with the Government of Canada.*

**Priorities (2005-06)**

- Full implementation of the NNI Policy Secretariat within ED&T;
- Coordinate consistent and effective application of NNI within GN;
- Promote awareness and benefits of NNI Policy to all stakeholders;
- Facilitate acceptance and compliance of NNI Policy;
- Integration of IQ principles into departmental activities through recruitment, training, staff awareness, policy development and communications;
- Conduct terminology workshops and staff information sessions with elders on ED&T related topics.

**Community Capacity Building**

Community capacity building focuses on working in partnership with communities, third party program delivery agencies, and Inuit organizations to develop and provide programs and services in support of economic development. This includes development strategies and increased community participation in the economic potential of Nunavut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
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<b>Economic Development and Innovation Management</b>		<b>323</b>	<b>283</b>
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This section of the Department is responsible for overall management and strategic direction and focuses on community capacity building, tourism and trade and exports development/promotion.

<b>Community Capacity Building</b>		<b>1,988</b>	<b>1,898</b>
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Community Capacity Building promotes sustainable economic growth, sustainable livelihoods 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>		<b>800</b>	<b>800</b>
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Business Development Centres support employment creation by financing small and medium sized enterprises who can not obtain financing from traditional sources (i.e. chartered banks). Support includes loans, technical assistance and other activities to support businesses and other private sector projects to promote employment opportunities in Nunavut.

**Nunavut Economic Developers Association (NEDA) 100 100**

NEDA receives a grant to support community economic developers in Nunavut communities through organizational support, capacity building, and the provision of information and advice. NEDA acts as an interface for outside agencies and Community Economic Development Officers. NEDA also facilitates training and certification to enhance service delivery of Nunavut's Community Economic Development Officers.

**Community Economic Development Officer (CEDO) 2,400 2,220**

The funding of a CEDO's for all communities provides a local presence to assist in the delivery of ED&T programs at the community level. CEDO's assist clients in accessing community economic development programs. CEDO's also bring business expertise to the communities which may otherwise be absent for new businesses, and foster partnerships with other agencies in similar areas of endeavors. Training development of CEDO's is also included in this contribution.

**Nunavut Arts and Crafts Association (NACA) 200 200**

The grant to NACA provides core funding and support for training, material and tool supply, marketing, promotion, product development, and serves as the principal lobby group and information source for the arts and crafts sector.

**Nunavut Film Commission 650 375**

The Nunavut Film Commission promotes the Nunavut as a destination for film production that provides opportunities for Nunavummiut to work in film, television and new media. This includes international promotion of the territory to film producers who will create economic opportunities or promote the territory as a world-class film production destination. The Nunavut Film Commission will support Nunavut-based film and media producers who have the potential to make a significant contribution to Nunavut's film industry. The funding grant also supports the film commissioner's office, in addition to implementing policy.

**Contributions to Business Development (CBD) 850 750**

CBD provides assistance to individuals and businesses to encourage economic growth and diversification in Nunavut.

**Community Initiatives Program (CIP) 2,700 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 of CIP include diversifying the community and territorial economic base, improving Nunavut's competitive position, strengthening technical, entrepreneurial, business and management skills and stimulating long-term employment opportunities.

**Nunavut Broadband Development Corporation (NBDC) 50 50**

The contribution toward the NBDC is to assist with core funding towards reaching the goal of providing public access to high-speed Internet services in all Nunavut communities.

**Nunavut Economic Forum (NEF) 50 50**

The funding for NEF is cost shared with partners NTI and INAC, to allow coordination of the implementation of the Nunavut Economic Development Strategy.

**Economic Development Initiatives 4,000 0**

The funding for Economic Development Initiatives program is designed to support capital infrastructure priorities and to leverage GN funds to attract federal or other outside dollars for capital investment in Nunavut.

**Nunavut Development Corporation (NDC) 3,188 3,188**

NDC is a crown corporation committed to the development of economic opportunities for Nunavummiut through the responsible delivery of creative programs and services that further sustainable economic development and employment opportunities in Nunavut communities. The Corporation works closely with government, communities and community groups to stimulate local economies and develop self-sustaining, locally controlled enterprises through its unique funding programs and services.

**Nunavut Business Credit Corporation (NBCC) 450 450**

The NBCC is a crown corporation mandated to stimulate economic growth, development, and employment in Nunavut through investment in territorially based businesses. NBCC provides a combination of accessible 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 traditional financial institutions.

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**Total, Community Capacity Building 17,749 13,264**

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**Priorities (2004-05)**

- Develop northern innovation and development in key sectors of the economy through the *Nunavut Economic Development Strategy*;

**Status:** *The Nunavut Economic Forum was established to recommend on economic priorities and coordinate the implementation of the Nunavut Economic Development Strategy (NEDS), which different sectors of Nunavut's growth strategy. Contributed funds towards installation of advanced broadband wireless infrastructure in non-decentralized communities and negotiated a \$7.8 million*

*Contribution Agreement with the federal government for subsidized broadband across Nunavut.*

- Promote training to advance business development and entrepreneurial skills at community and regional levels;

**Status:** *ED&T has established a training fund of \$150K for Community Economic Development Officers and also worked with the Council for the Development of Native Officers (CANDO) to support certified CED Training delivered through the Municipal Training Organization. Developed new web-site for the Canada-Nunavut Business Service Centre and supported “under one roof” model of business services.*

- Lead implementation of the Community Economic Development Policy Framework for the GN;

**Status:** *A work plan was prepared for the implementation of the CED Policy Framework and presented to key interest groups; the CEDO Training Working Group was established as well as an interdepartmental CED Policy Framework senior officials Steering Committee. Full implementation was deferred due to other operational requirements but will be resumed in 2005/06.*

- Support locally produced products through branding, marketing, supply and distribution;

**Status:** *Coordinated Boston Trade Mission for trade and promotion of arts and crafts, wild foods, and fish and multimedia products. Coordinated Labrador Trade Mission to foster supply of dimensional stone from South Baffin region. The Department has worked with the Canadian Intellectual Property Office, federal agencies, regulatory bodies and the World Intellectual Property Organization on Nunavut and Inuit copyright issues.*

- Support the expansion of community access to financial mechanism;

**Status:** *Participated in preliminary analysis of community banking in Nunavut and in the planning process for community banking services led by Nunavut Tunngavik Incorporated, Atuqtuarvik and Arctic Cooperatives Limited. Appointed Supervisor of Credit Unions for the Government of Nunavut.*

### **Priorities (2005-06)**

- Support developments that leverage the territory’s innovation assets including broadband infrastructure and cold weather technology development;
- Promote training to advance business development and entrepreneurial skills at community and regional levels through the coordinated provision of business services and aftercare;

- Lead implementation of the *Community Economic Development Policy Framework* for the GN that addresses economic potential in each viable sector of the Nunavut economy;
- Work with the Nunavut Association of Municipalities to develop community-based development profiles, job skills and business service inventories. This will give the communities, individuals and small businesses the opportunity to promote their community capacity, products or services on a network of community managed websites;
- Support the proponents of a proposal for a viable community financial mechanism that encourages individual and family savings and offers a lending capacity to small businesses.

## **Tourism, Trade & Export Development**

Trade and Export Development focuses on identifying external niche markets to enable small and medium sized Nunavut producers to promote and sell their products. This section undertakes program development that fosters the export readiness of Nunavut producers. Trade programs develop policy to facilitate entry of Nunavut products into national and international markets, support the promotion of those products through branding, marketing and distribution strategies.

Tourism Development supports this rapidly growing industry through community-based service delivery and focused marketing strategies. Nunavut has excellent potential to increase tourism revenues in a number of niche markets including adventure, naturalist and park travel, sport fishing and hunting.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
<b>Export Development and Trade</b>		<b>488</b>	<b>441</b>
<b>Tourism Support</b>		<b>2,325</b>	<b>2,175</b>

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 helps to coordinate federal, provincial and territorial programs and services to support Nunavut trade and is responsible for leading and implementing the initiatives identified in the Nunavut Economic Development Strategy.

This contribution supports Nunavut Tourism in developing programs for the tourism industry in Nunavut on behalf of the government. Nunavut Tourism also fosters effective partnerships and builds towards consensus with all stakeholders. It assists the government to facilitate a supportive legislative and policy environment in order to remove obstacles to growth. This contribution will also provide an additional amount of \$150K for each of

the next two years to the Francophone Association in support of tourism initiatives targeted specifically towards Canada and the world's French-speaking population.

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<b>Total, Tourism, Trade &amp; Export Development</b>	<b>2,813</b>	<b>2,616</b>
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#### **Priorities (2004-05)**

- Support investment attraction in Nunavut;  
*Status: Developed investment attraction profiles for Nunavut that were promoted in major federal investment publications and programs. Coordinated training of Community Economic Development Officers to take on the role of promoting investment opportunities in the communities across the Territory.*
- Develop consistent and appropriate tourism standards and certification;  
*Status: The Department continues to work with Nunavut Tourism to develop revisions to the Travel and Tourism Act to provide standards, licensing and certification.*
- Negotiate Memorandum of Understanding Agreement with Nunavut Tourism;  
*Status: An MOU was signed with Nunavut Tourism to facilitate the development of appropriate tourism standards and certification, and the development of a Nunavut tourism data base in order to develop niche markets and focus marketing activities.*

#### **Priorities (2005-06)**

- Begin implementation of the arts and crafts strategy that introduces copyright protection, branding, entry into new and emerging markets, and addresses barriers to include economies of scale and alleviate transportation barriers;
- Begin the implementation of the soapstone supply strategy through the development of quarry operations and improve transportation links and community-based supply channels;
- Support investment attraction in Nunavut to assist export ready businesses in acquiring capital to achieve positive growth and private sector development;
- Develop a policy that promotes the participation of Nunavummiut in the resource industry;
- Develop consistent and appropriate tourism standards and certification in partnership with the members of the Interagency Taskforce on Tourism Development.



## Minerals & Petroleum Resources

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

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
<b>Resource Industry Development</b>		<b>515</b>	<b>370</b>
The purpose of this program is to foster growth and investment in Nunavut's mineral sector.			
<b>Prospector Development</b>		<b>225</b>	<b>225</b>
Established under the Prospector Development Policy, this program invests in the prospectors of Nunavut through financial and technical support.			
<b>Geoscience</b>		<b>450</b>	<b>450</b>
The Geo-Science program, in partnership with INAC and NRC is focused on the development of information infrastructure in Nunavut with the intent of attracting additional 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>		<b>964</b>	<b>574</b>
This program area involves building awareness of minerals and petroleum resource issues at the local/regional level so that communities can respond to proposed development from a position of knowledge and understanding of potential impacts and opportunities.			
<b>Total, Minerals &amp; Petroleum Resources</b>		<b>2,154</b>	<b>1,619</b>

### Priorities (2004-05)

- Develop the Nunavut Mining Strategy with INAC, NTI, industry and Nunavummiut;  
**Status:** *Draft "Nunavut Mining Strategy" document was completed.*
- Support negotiations with the federal government regarding devolution of authority for land and resources management to the GN;

**Status:** *ED&T continues to support the development of the GN position on devolution and participates in meetings and working groups to that effect.*

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

**Status:** *Facilitated the High Arctic oil and gas workshops with industry and the federal government. Feasibility assessments are continuing in partnership with INAC.*

### **Priorities (2005-06)**

- Implement the “Nunavut Mining Strategy” in consultation with 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 International Airport divisions are responsible for the operation of airports.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
<b>Transportation Policy &amp; Planning</b>		<b>1,155</b>	<b>922</b>
Develops and implements long and short-term plans and strategies for Nunavut’s transportation infrastructure.			
<b>Motor Vehicles</b>		<b>1,312</b>	<b>1,140</b>
Ensures established motor vehicle regulations and safety codes are enforced as applicable to all drivers and motor vehicles operating in Nunavut.			
<b>Nunavut Airports</b>		<b>11,256</b>	<b>10,873</b>
Ensures safe and efficient airport services and facilities are available in all Nunavut communities.			

**Iqaluit International Airport Division** **3,161** **3,067**

Ensures the safe, reliable, efficient and effective operation of the Iqaluit Airport.

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**Total, Transportation** **16,884** **16,002**

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**Priorities (2004-05)**

- Implement the “*Nunavut Transportation Strategy*” including the advancement of the Nunavut-Manitoba Road Project, Bathurst Inlet Port and Road Project, and the Kugluktuk Marine Facility breakwater which is to be completed spring 2005, as well as the building of access roads and trails;

**Status:** *A number of initiatives taken or underway to implement the Nunavut Transportation Strategy including:*

- *Undertook a detailed route selection study on the Nunavut-Manitoba Road Project.*
- *Provided input to NIRB guidelines for the Bathurst Inlet Port and Road project.*
- *Negotiation of funding for marine infrastructure projects under DFO’s Small Crafts Harbours Program is on-going.*
- *Kugluktuk Marine Facility breakwater continues to be on target for completion in spring 2005.*
- Work in partnership with the Northern Air Transportation Association to implement recommendations from the “*Nunavut Air Services Study*”;

**Status:** *Expression of Interest (EOI) on airline routes sent out to airline industry was cancelled at the request of Northern Airport Transportation Association and reissued.*

- Conclude discussions with Department of Fisheries and Oceans (DFO) on funding to implement marine investment strategy “*Safe Harbours - Healthy Communities*”;

**Status:** *Ongoing negotiation of funding for marine infrastructure projects under DFO’s Small Crafts Harbours Program.*

- Implement recommendations of the airport investment strategy – “*Airports for Nunavummiut and their Economy*” – in cooperation with Transport Canada;

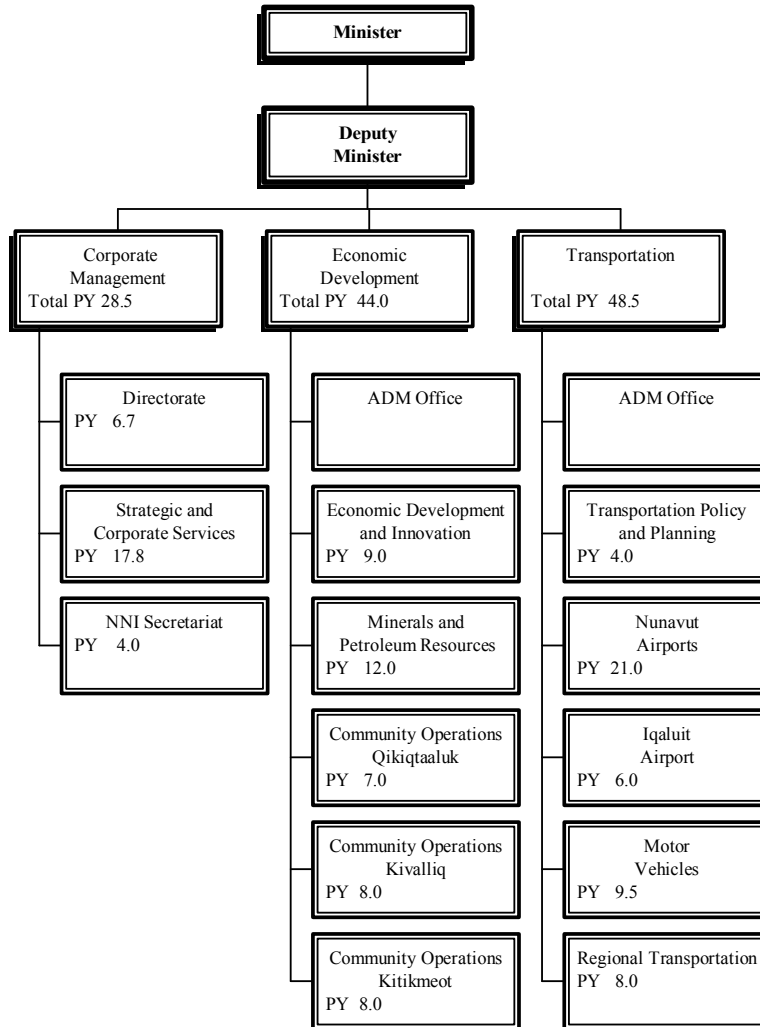
**Status:** *“Airports for Nunavummiut and their Economy” was presented to Transportation Canada and funding under Airport Capital Assistance Program (ACAP) and ED&T is negotiating funding with the federal government to implement part of this strategy.*

**Priorities (2005-06)**

- Feasibility study of the Deep Water Port in Iqaluit;
- Complete a business plan to identify potential new markets and expand itinerant corporate aircraft activity at Iqaluit International Airport and identify and assist future customers in selecting Iqaluit International Airport for cold weather aircraft certification testing;
- Prepare International Civil Aviation Organization (ICAO) Type A obstacle charts which are required to support Iqaluit International Airport's growing international use and status;
- Complete a revised Airport Operations Manual which reflects recent changes, ongoing, and evolving new initiatives in international and domestic air service markets;
- Complete an analysis of the current operational and technical capability of the Iqaluit International Airport to determine whether the airport is capable of assuming the role as an alternate diversion airport able to accept and support the Airbus A-380 aircraft.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	117.0
Vote 4/5 PYs	4.0
Revolving Fund PYs	0.0
<b>Total PYs</b>	<b>121.0</b>

## **Departmental Roles**

Economic Development and Transportation (ED&T) has 117.0 full-time equivalent funded positions. The Department was in a transitional period in 2004/05 due to the restructuring of the former Department of Sustainable Development. The Department is headquartered and staffed in Iqaluit, Gjoa Haven, Pangnirtung 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 ED&T including overall leadership and strategic direction, financial management, policy development, corporate and human resource management, and communications. Corporate Management is made up of the Directorate Division, NNI Secretariat and the Strategic and Corporate Services Division.

### **Directorate Division**

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

### **Nunavummi Nangminiaqtunik Ikajuuti (NNI)**

The Nunavummi Nangminiaqtunik Ikajuuti (NNI) Secretariat is responsible for the facilitation, coordination and implementation of the NNI policy and is the chief advocate for this policy.

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

The Strategic and Corporate Services Division is responsible for financial management and administration of the Department. Human resource activities including Inuit Employment and the implementation of the government's Languages policy are services provided by this division. Communications, policy and planning activities support the Department as well as the Minister's office. This includes responsibility for research, information analysis, and advice regarding corporate and policy and the development of legislation.

## **Economic Development**

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

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

The Economic Development and Innovation Division, based in Pangnirtung, is responsible for the innovation, tourism, trade, and arts and crafts sector and the management and direction of the Department's related programs. The division works in collaboration with the Department's regional divisions to enhance its community operations and fulfill its overall territorial responsibilities. As part of the Department's mandate the division works in partnership with communities, third party program delivery agencies, the territorial and federal governments, and Inuit organizations to build community capacity and promote tourism, trade and export development. 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 crown corporation that supports community-based business development. NBCC provides a combination of last resort funding and micro-financing support for higher risk enterprises that have difficulty in obtaining financial support from traditional financial institutions.

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

The NDC, based in Rankin Inlet, is an independent crown corporation of the Government of Nunavut. NDC directly invests in or operates business enterprises in accordance with the economic objectives of the Government through equity investments, loans and subsidies to create employment and income opportunities for Nunavummiut, primarily in small communities.

### **Minerals and Petroleum Resources**

The Minerals and Petroleum Resources Division is committed to building a sustainable resource exploration and development sector across the territory. The Division also promotes the development of an effective regulatory regime and develops programs that build capacity in communities to positively benefit from resource exploration and development. The Division works to develop the sector by supporting geo-science and by training and funding community based prospectors to promote investor confidence in Nunavut.

### **Community Operations**

Community Operations ensure that departmental programs are delivered and administered to meet the specific needs of each region and their communities. Community Operations also oversee regional transportation activities and business development services.

## **Transportation**

The Assistant Deputy Minister of Transportation has the overall responsibility for the strategic direction for transportation policy, operations and planning.

### **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 federal government transportation policy activities. The Division is directly responsible for several federally funded programs including the Strategic Highway Infrastructure Program (SHIP). It also oversees the Canadian Coast Guard Remote Re-supply Sites Memorandum of Understanding.

### **Nunavut Airports**

The Nunavut Airports Division is responsible for the safe, efficient and effective management and operation of airports in Nunavut. The Division ensures that the 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 International Airport Division**

The Iqaluit International Airport Division is responsible for the safe, efficient and effective management and operation of the Iqaluit Airport. This airport is designated by Transport Canada as a National Airport System facility. Iqaluit International Airport serves a vital role in 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 servicing and refueling.

### **Motor Vehicles**

The Motor Vehicles Division is responsible for road safety, driver testing, licensing and records, registering and inspection of motor vehicles, issuing identification cards and maintaining the motor vehicle accident database.



### Financial Summary

Branch	2005-2006 Main Estimates		2004-2005 Main Estimates	
	\$000	PY's	\$000	PY's
<b>CORPORATE MANAGEMENT</b>				
Salary	2,979	28.5	2,650	23.0
Grants & Contributions	0		0	
Other O&M	806		473	
<b>Subtotal</b>	<b>3,785</b>		<b>3,123</b>	
<b>ECONOMIC DEVELOPMENT</b>				
Salary	4,586	44.0	3,789	38.0
Grants & Contributions	18,472		13,967	
Other O&M	937		979	
<b>Subtotal</b>	<b>23,995</b>		<b>18,735</b>	
<b>TRANSPORTATION</b>				
Salary	4,448	48.5	3,547	44.5
Grants & Contributions	0		0	
Other O&M	12,436		12,455	
<b>Subtotal</b>	<b>16,884</b>		<b>16,002</b>	
<b>TOTAL</b>	<b>44,664</b>	<b>121.0</b>	<b>37,860</b>	<b>105.5</b>

**Nunavut  
Housing  
Corporation**

**Business  
Plan**

*2005-2006*

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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.

## **Language Services**

The Corporation is proud of its record of serving its clients and Nunavummiut in their language of choice. As a matter of course, all NHC publications (e.g. Annual Report), applications, newspaper and tender ads, promotional material and official stationery (e.g. business cards, letterhead) are produced in all four official languages. Official correspondence is individually tailored to the addressee to ensure they fully understand the Corporation's message – in their native language.

Perhaps most importantly, Corporation staff interacts with Nunavummiut on a daily basis, in their language of choice. As a service-oriented Crown Corporation the NHC, through its Finance, Technical and Program areas spends considerable time in all communities holding face-to-face interviews and consultations. With the assistance of our Local Housing Organizations we ensure that everyone is fully and completely comfortable during these sessions. Simultaneous translation is the norm when in a group setting. One-on-one translation and interpretation is provided if someone needs additional interpretation services over and above the translation offered in the group.

Yet, more can, and will be done to augment our languages services during 2005 and beyond. Currently, the NHC does not foresee any cost impediments to the implementation of these augmentations as virtually all require the usage of existing Corporation resources or are merely administrative in nature. The NHC will:

- By September 2005 ensure the voice and email signature blocks of all employees are in compliance with the Language Service Guidelines.
- By March 2006 ensure that each NHC job description include a language profile.
- Ensure that a NHC web site, once constructed, complies with the Guidelines.
- By March 2005 ensure that all NHC signs that are not the responsibility of the Department of Community and Government Services comply with the Guidelines.

- By March 2005, maintain up-to-date staff lists in all of Nunavut's languages.

The Corporation maintains offices in:

- Iqaluit: Directorate Group, offering services in:
  - Inuktitut/English – Executive Secretary. Tel: 867.975.7200
  - French – Policy Analyst. Tel:867.975.7203
- Arviat: Headquarters Group, Offering services in:
  - Inuktitut/English: - Operations Secretary. Tel: 867.857.3000
- Arviat: Kivalliq District Office, offering services in :
  - Inuktitut/English – Receptionist. Tel: 867.857.8700
- Cambridge Bay: Kitikmeot District Office, offering services in:
  - Inuinnaqtun/Inuktitut/English – Program Officer Tel: 867.983.2276
- Cape Dorset: Qikatalluk Regional Office, offering services in:
  - Inuktitut/English – Receptionist. Tel: 867.897.3665
  - French – Technical Officer. Tel 867.897.3650



## **STRATEGIC LINK TO PINASUAQTAVUT**

*Pinasuaqtavut* is the Inuktitut term for *That Which We've Set Out To Do*, which is also known as *the Bathurst Mandate*. Developed by the first government of Nunavut, *Pinasuaqtavut* has been clarified, evaluated and has evolved into the strategic direction for the second territorial government. In keeping with Nunavut's consensus style of government, *Pinasuaqtavut* has been embraced and affirmed by all members of the Legislative Assembly as the guiding document as we continue to build our territory over the next five years. The Nunavut Housing Corporation's contributions to this vision are highlighted in the following major component sections.

### **Inuit Qaujimagatuqangit**

The NHC has taken many forward steps toward an integrated IQ approach to daily business, and plans to expand its efforts in 2005/2006.

### **Housing Design**

The NHC recognizes that for housing units to be appropriate in Nunavut, their designs must support traditional activities and lifestyles. In 2005/2006, 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 2005. 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 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 taken to communities in 2004 is going to ensure that local feedback is the foundation of any long-term housing plan. Focus group discussions with elders, community leaders and youth took place in all 25 communities. Over 750 elders, youth and community leaders provided valuable input into the Nunavut Housing Strategy. These comments will be incorporated into a final housing strategy, which will be presented for examination and comment in 2005. In keeping with the NHC's record of community involvement, representatives from all communities will be invited to participate in the finalization of this important document.

### **Daily Business**

The NHC is a service oriented Crown Corporation. The vast majority of our work takes place at the community level, with extensive community inputs. We have a long history of community interaction, effectively bridging the gap between languages, formal education levels and cultural differences to produce an effective, sensitive product that meets and exceeds the expectations of Nunavummiut. IQ has been a strong component of daily business since the first LHOs were created in the late 1960's. Currently LHOs employ over 200 Nunavummiut, well over 90% of whom are Inuit. Without the cultural sensitivity and understanding that are two pillars of IQ the NHC would not be effective in the delivery of its programs. Our District Technical, Program and Financial Officers travel almost continually throughout our 25 communities and *per force* must incorporate IQ concepts to be able to succeed in their daily tasks.

Yet, more can be done to introduce IQ concepts to new NHC staff, particularly in the Headquarters groups, but also to assist in the orientation of field staff. Currently, headquarters personnel, who traditionally do not experience community life on a regular basis, travel extensively through the Territory as an ongoing orientation and as a "grounding" in who our clients are and, most importantly, how we can best serve those clients. Furthermore, newly hired field staff must come up to speed quickly to be effective. During 2005/06, the NHC, in collaboration with our community partners, will develop an IQ orientation program which will include extended community stays for up to one month. During this time, employees will become familiar with LHO and community operations as well as developing an understanding of the concepts that underlie IQ, and developing the tools and resources that they need to continue to incorporate IQ in their daily work plans upon return to their home community.

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 2005/2006 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.

## **Healthy Communities**

A fundamental building block of a healthy community is access to adequate, suitable and affordable housing. Appropriate housing assists in reducing negative health and societal effects, allows students to maximize their effectiveness at school, increases productivity at work, and provides a safe living environment for all. In 2005, Nunavut over half of Nunavummiut do not enjoy this basic right. During the next five years, the NHC will continue its efforts to address this challenge through:

- With Nunavut Tunngavik Inc., pursue a partnership with the Federal Government which will see the implementation of the *Nunavut Ten-Year Inuit Housing Action Plan*. This bold, ambitious plan calls for the construction of 5,700 new homes over the next ten years as well as the renovation of an additional 1,000 existing units.
- Implement, through the *Building Connections in Nunavut* symposia structure the *Nunavut Housing Strategy*. The strategy, slated for finalization and implementation during 2005, will act as a companion document to the Action Plan and provide the overarching policy underpinnings for the territory so that the goal of families and individuals in Nunavut to have fair access to a range of affordable housing options will be met.
- The Corporation will continue to construct social housing, in association with federal agencies like the Canada Mortgage and Housing Corporation and Infrastructure Canada.
- We will focus on reducing the operating costs of social housing in particular, but also of all residential homes, through increasing energy efficiency and adopting new technologies in housing construction in partnership with Natural Resources Canada and other Federal Agencies.
- We will enhance economic opportunities in smaller communities through innovative approaches to the construction of new housing units. In particular, the Corporation will continue its “unbundled” approach to house construction, allowing firms to bid separately on the material and labour components of house construction.

## **Simplicity and Unity**

During the first government the Corporation began its program of simplification and unity by tearing apart its public housing rent scale and rebuilding it from the ground up. The scale was greatly simplified and addressed concerns such as the scale being a disincentive to work and to incorporate fairness in the way Income Support clients are assessed rent. We are now taking lessons learned from the first government and are incorporating them into all aspects of Corporation activities for the second government. Activities include:

- Unifying home owner programs by introducing the same income parameters for all Corporation Programs.
- Simplifying home repair programs through removing income-based sliding scales, and increasing access to the programs by increasing the amount of funding available as well as increasing the income threshold for access to the program.

- Rewriting all Corporation documents, policies and procedures - public and internal - with a view toward ease of understanding and implementation across all publics.
- Currently, all NHC clients receive counseling in their language of choice, Inuktitut, Inuinnaqtun, French or English. However, more can be done at the employee level and the Corporation will continue to actively promote and encourage the use of Inuktitut in the workplace.
- As has always been the Corporation's policy, all documents will continue to be produced in all four of the main languages of the territory.

## **Self Reliance**

A cornerstone of our relationship with our twenty-five Local Housing Organizations (LHOs), increasing self reliance through adequate, sustainable funding, training, mentorship and support is an important factor in the Corporations activities over the next five years. Activities include:

- Ongoing advocacy efforts, in cooperation with the Department of Finance, to ensure the sustainability of LHO operations through ensuring the drop off of CMHC funding for public housing is maintained.
- Investigation of the current block funding model for LHOs and offering suggestions that will ensure the sustainability of the LHOs over the long term.
- Continuation of the NHC training fund, which is available to all LHO employees and Board members.
- Encouragement and assistance, where practicable, for LHOs to assume additional duties that will increase community capacity and provide additional resources, education and training to LHOs.

With a small cadre of seventy professionals, the Corporation continues to build corporate self reliance through the implementation of identified activities in its Inuit Employment Plan which includes management internships, mentoring, staff Inuit Qaujimagatuqangit, orientation and staff orientation components.

We will continue to build both capacity and strength of the Corporation, while remaining sensitive to those ideals that separate us from other jurisdictions and make us unique. Through that capacity building and increasing self reliance we will in turn be able to better increase the self reliance of our clients.

## **Continuing Learning**

The Corporation's approach to the construction and renovation of housing units is one of economic development. House construction and renovation goes on in every Nunavut community and provides much needed employment, albeit on a seasonal basis. In order to fully participate in the economic benefits that come from the construction industry, Nunavummiut need the education and skills necessary to perform the tasks. Additionally, many LHO staff members are long term employees. When they reach retirement age it will create new opportunities for youth to enter trades in the housing sector in their own communities. The NHC will:

*Nunavut Housing Corporation*

- Provide training opportunities in construction and housing maintenance in partnership with LHOs, CMHC and Nunavut Arctic College.
- Work with all partners to encourage and deliver the pre trades and trades training necessary for employment in the housing sector.

## ENVIRONMENTAL SCAN

### Introduction

2005-006 is poised to be a watershed year for the Nunavut Housing Corporation (NHC) and indeed, housing in Nunavut. During 2004, The *Nunavut Ten-Year Inuit Housing Action Plan*, was jointly developed by the NHC and Nunavut Tunngavik INC. (NTI). The proposal challenges the federal government to recognize its moral, constitutional and fiduciary responsibility to provide housing for Inuit. The proposal calls for a federal intervention, co-managed by the NHC and NTI to construct over 5,700 new public housing units over the next ten years. Additionally 1,000 existing units would receive retrofits. Currently planned for construction to commence in Summer 2006, this proposal will dramatically change the delivery of housing solutions in Nunavut over the next ten years.

Since its creation in 2000 and up to the end of the 2005/06 construction year, the NHC will have constructed 500 public housing units, as well as either constructed or leased an additional 160 incremental staff housing dwellings. Yet, in the public housing tenure type alone, an incremental 273 units per year, with an average cost of \$250,000 are necessary. Clearly, in the face of such daunting need the Territory cannot keep pace.

The NHC, through the Action Plan, will continue its strong support of public housing, while also concentrating in other areas of its portfolio. For example, important positive changes in homeowner programs will be introduced for 2005-2006. Maximum income levels for program eligibility will be both increased and standardized across all NHC homeowner programs. Assistance in the popular Home Repair program will be dramatically increased from a maximum of \$33,750 to \$50,000. Additionally, the existing sliding scale will be dropped, allowing all eligible applicants to access the full amount of available funding, should their project require it.

In recognition of the need to concentrate on assisting Nunavummiut who are ready to assume the responsibility for homeownership, the NHC will, in 2005-06 continue to develop programs which will facilitate increasing the numbers of homeowners in all communities.

During 2005, the Nunavut Housing Strategy will be finalized through a final *Building Connections in Nunavut* symposium. This symposium, to be attended by stakeholders from all communities in the territory, as well as all other publics, will validate the Strategy through an analysis of the results of the community consultations of 2004. The final strategy will then strongly complement the infrastructure program advanced through the Action Plan.

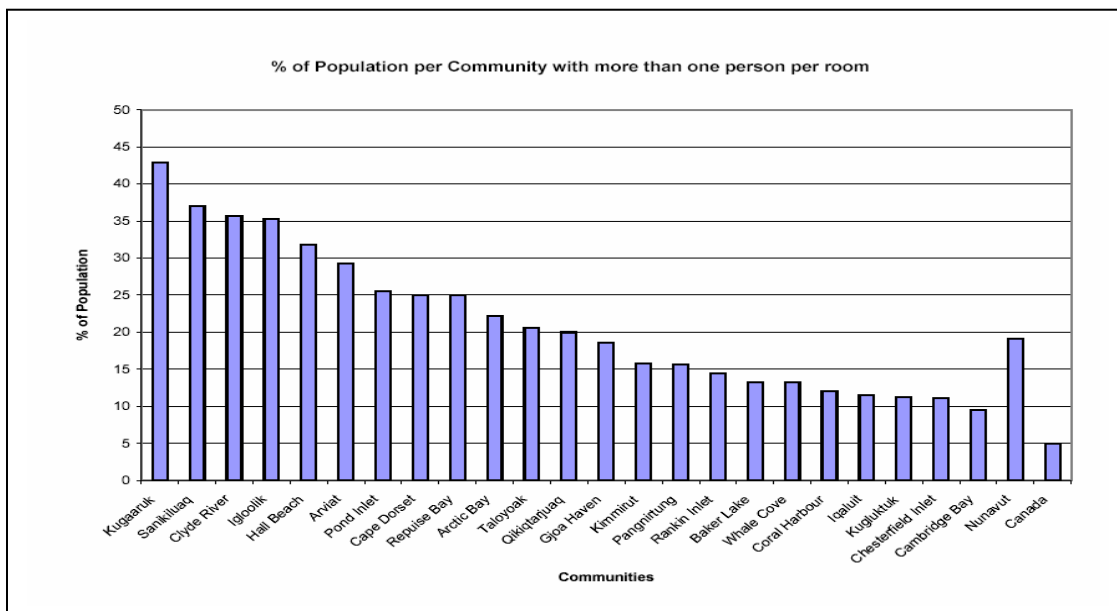
## Housing Need “By the Numbers”

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 ten years, a housing infrastructure investment of more than \$1.9 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**

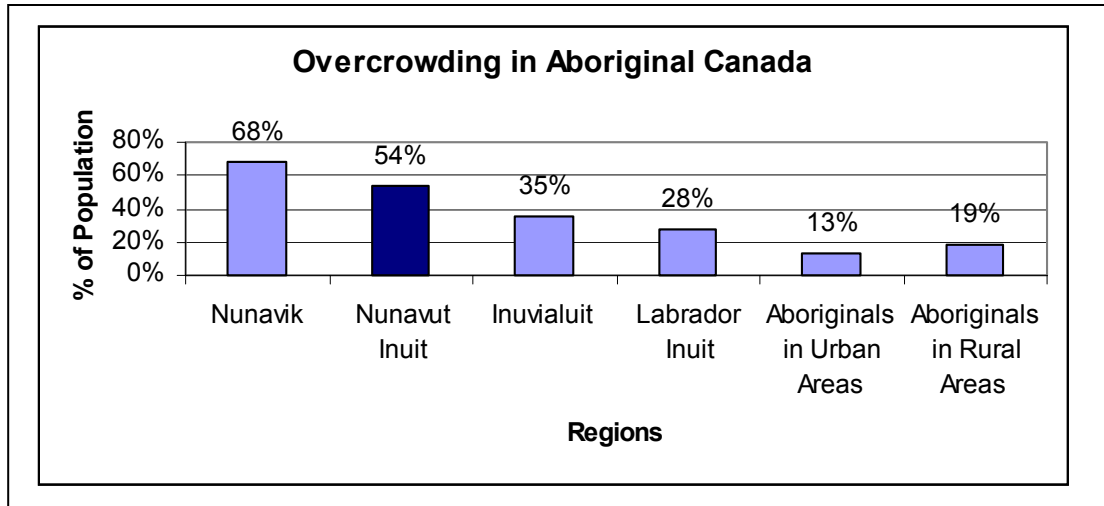


Source: 2001 Aboriginal Peoples Survey, Community Statistics

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%.

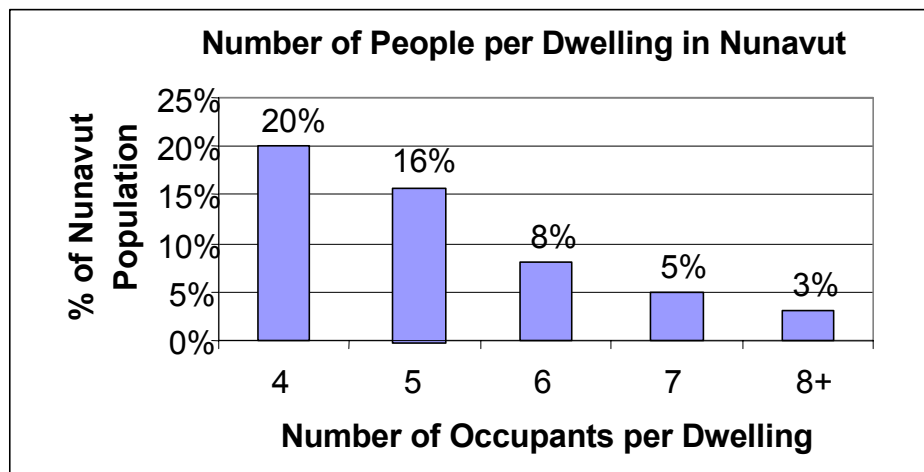
**Figure 2: Overcrowding in Canada’s Inuit Regions**



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 500 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



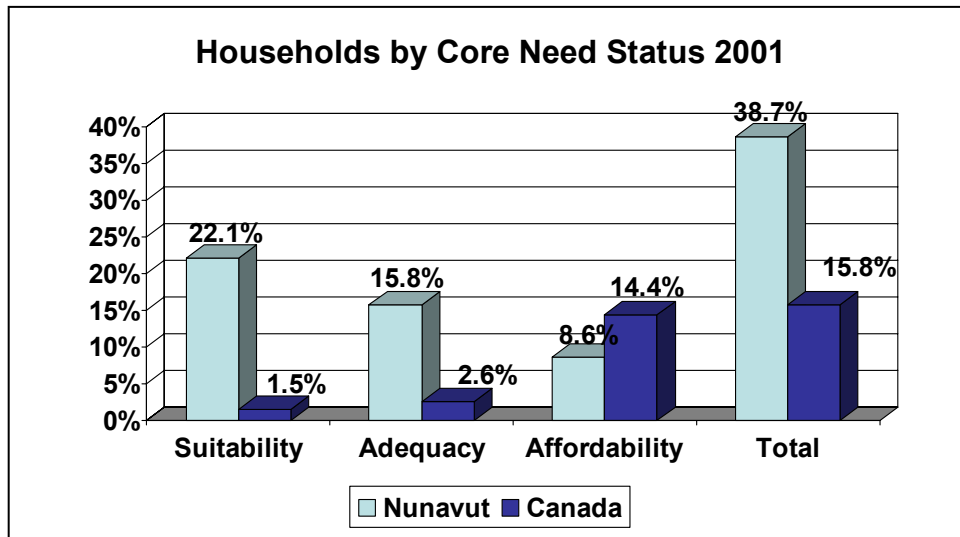
them, and a further 32% have more than five inhabitants (Figure 3). Although statistics do not exist on unit size and overcrowding, anecdotal observations indicate that the homes with the highest numbers of occupants also have the smallest square footage, thus increasing overcrowding pressures. As an 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%.

The recently released CMHC Research Highlight: *Geography of Household Growth and Core Housing Need* both reinforces the desperate situation in Nunavut and offers perhaps the most telling statistics to date regarding Nunavut's housing crisis. CMHC research examines housing core needs in the areas of adequacy, suitability and affordability. Adequate housing is housing not in need of major repair. Suitable shelter is housing that is not crowded, meaning it should adhere to National Occupancy Standards: maximum number of people per bedroom is 2 with parents eligible to a bedroom separate from their children; members 18 years of age and older eligible to a separate bedroom unless cohabitating as spouses; and dependents aged five or more required to share a bedroom only with siblings of the same sex. Affordable housing is adequate, suitable housing that can be obtained without spending 30% or more of before-tax household income. Finally, CMHC defines a household to be in core need if they do not live in and cannot access acceptable housing.

Regarding affordability, Nunavut also stands out statistically. Each and every private dwelling unit in the territory receives some type of housing subsidy. For some at the highest income levels it may be a small subsidy for power and fuel. For middle income earners subsidies may also include staff housing rent/household subsidies and homeownership down payment and/or home repair assistance. For low income earners, rent and mortgage geared to income options are the norm, along with virtually all utilities paid on their behalf.

If these subsidies were removed or factored out, all but the most affluent of Nunavummiut (Nunavut residents) would have affordability problems. In this scenario, Nunavut percentage of households in core need would rise from the current - unacceptable - 38.7% to well over 90%. Figure 4 graphically shows the disparities that currently exist between Nunavut and the rest of Canada.

**Figure 4: Households by Core Need Status 2001**



Source: CMHC Core Housing Needs Study based on 2001 Census of Canada.

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 29,644 as of July 1, 2004 to almost 44,000 by the year 2020. Indeed, the City of Iqaluit’s general plan predicts that 2,243 new housing units will be needed in that community alone over the same planning 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.

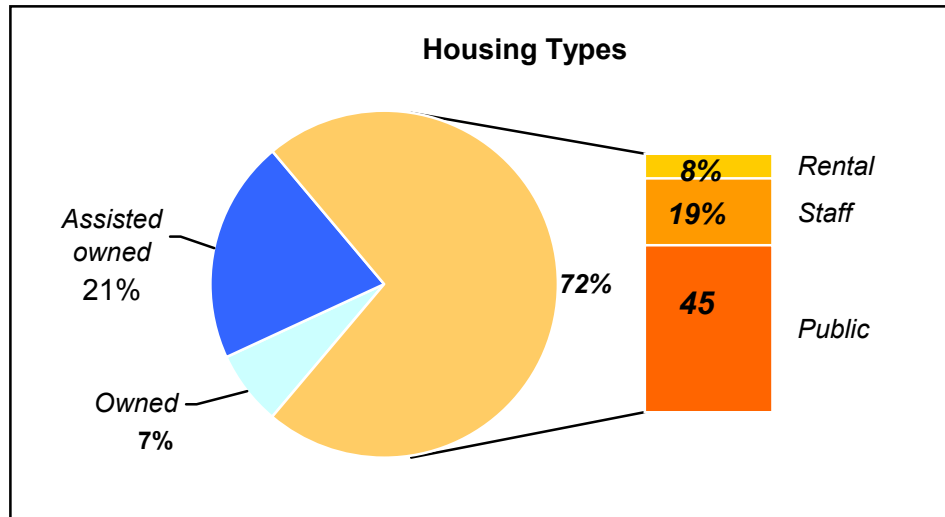
**Dwelling Types**

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 5). 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 5: 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

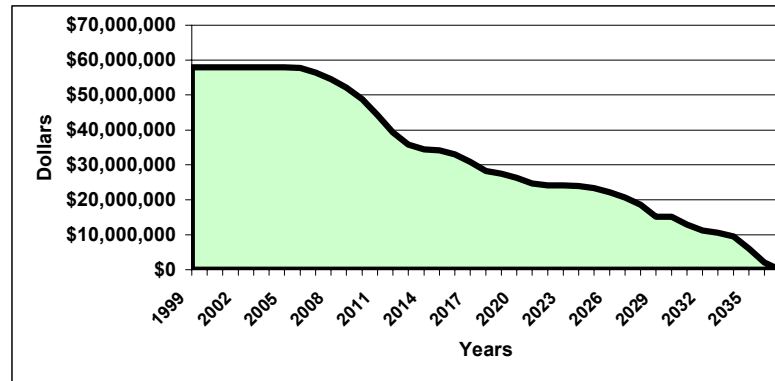
<sup>1</sup> NHC 2003 Audited Financial Statements

<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.

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 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 6). 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 6: 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.

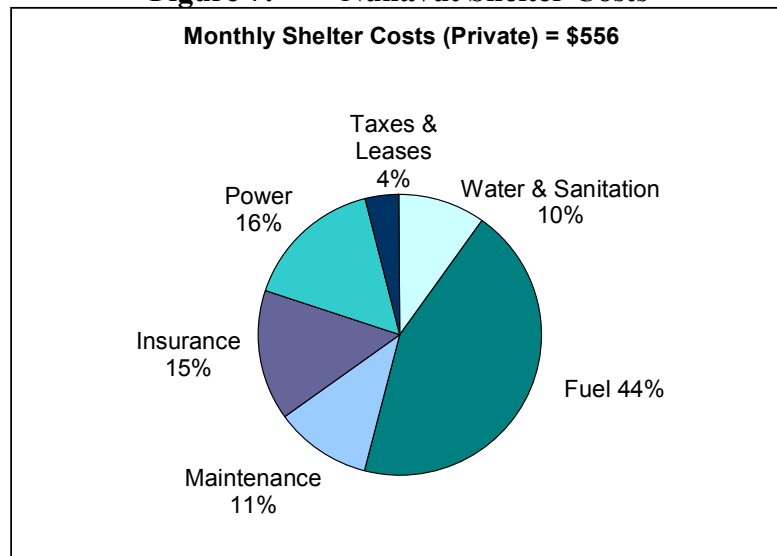
The staff housing stock administered by the NHC includes over 1,100<sup>3</sup> units. Of these, approximately 100 are owned by the NHC; the remainder are rent supplement. Over time, the NHC will need to address the composition of this portfolio with a view towards rebalancing its assets. However, forward 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.

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

<sup>3</sup> NHC Unit Inventory

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 7). 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.

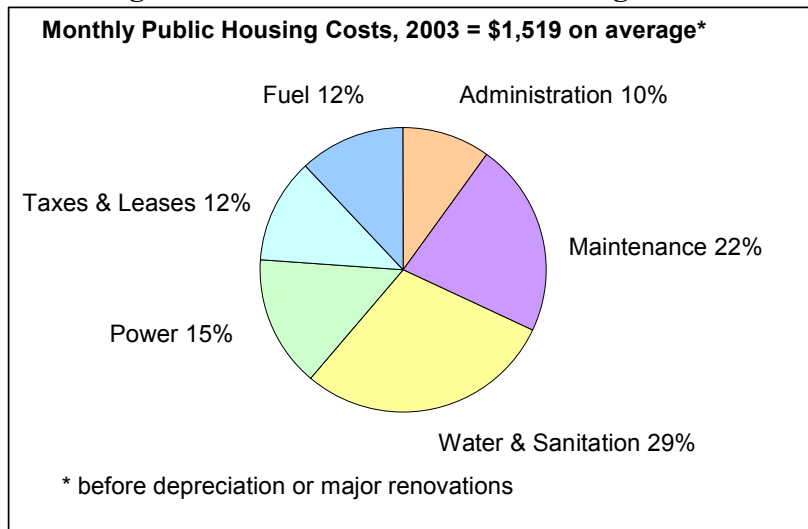
**Figure 7: Nunavut Shelter Costs**



*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 8). 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 8: Nunavut Public Housing Costs**



Source: Nunavut Housing Corporation

## Critical Issues

- An increased supply of public housing units through a federal intervention and in association with NTI through the *Nunavut Ten-Year Inuit Housing Action Plan*.
- 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.
- Capital construction and the GN Contracting Procedures/NNI Policy with particular emphasis on Inuit employment and training in NHC-led construction projects.

## CORE BUSINESS

The programs of the Nunavut Housing Corporation are described, below, within four business areas:

	<b>Budget (\$000)</b>	
	<b>2005-06</b>	<b>2004-05</b>
Advisory and Administrative Services	9,483	8,526
Public Housing	44,209	36,117
Staff Housing	35,948	34,528
Homeownership *	0	0
<b>TOTAL</b>	<b>89,640</b>	<b>79,171</b>

\* Appropriations included in the 2005/2006 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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2005-06</b>	<b>2004-05</b>
<b>Corporate Governance</b>		350	327

Responsible for managing the Corporation to ensure consistent application of policy, standards and procedure and program delivery throughout Nunavut.

<b>Corporate Operations</b>	1,722	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>	513	472
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>	1,217	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>	1,868	1,679
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>	1,386	1,260
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>	2,427	2,164
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>9,483</b>	<b>8,526</b>

**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;

**Status:** *Complete. The Nunavut Ten-Year Inuit Housing Action Plan will serve as the basis of ongoing advocacy and cooperation regarding Nunavut's public 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;

**Status:** *In progress. Good progress was made in this area and the NHC will continue its research into the continuum of care during 2005-06.*

- Update and expand information gathered in the 2001 Nunavut Household Survey by investigating options for a Nunavut Housing Needs Survey;

**Status:** *Complete. Very rich, up to date, data on housing has been made available through the 2001 census, Aboriginal Survey and CMHC. Additionally, in 2004 the Nunavut Bureau of Statistics performed another survey of Nunavummiut which included housing questions.*

- Continue interdepartmental information sharing, strategic planning and dialogue through the Housing Strategy Committee;

**Status:** *Ongoing. This Committee continues to develop, review and vet all housing policy development for the territory.*

- Work with community groups and other stakeholders to develop joint strategies to address homelessness;

**Status:** *Ongoing. Liaison was good between stakeholders during 2004 and is expected to continue during 2005.*

- 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;

**Status:** *Ongoing. Financial capacity building suffered a setback during 2004 but plans are in place to continue to build the strength and to provide on-going support for this vital function during 2005-06.*

### **Priorities (2005-06)**

- With Nunavut Tunngavik Incorporated work to make the *Nunavut Ten-Year Inuit Housing Action Plan* a reality during 2005-06 with construction of the first units to commence in summer, 2006;
- Further the work started in 2004-05 to document the linkages between health and housing; support research on these linkages; and, develop initiatives to address gaps in the continuum of care;
- 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;
- Integrate feedback from community consultations on long-term housing priorities into the draft Nunavut Housing Strategy;

- Host a Nunavut-wide conference and workshop to introduce and gain validation of the Nunavut Housing Strategy as a companion document to the Nunavut Ten Year Inuit Housing Action Plan. Representatives from all communities will participate in the workshop;
- Investigate the creation of a sub-group of the IQ Council - Katimajit. This committee, which would meet at least twice a year, would provide the NHC with short- and long-term guidance and feedback on IQ as it relates to housing in Nunavut;
- Develop and introduce an employee IQ orientation and training package that includes an extended stay in a community while working from an LHO office. This will be a win-win situation where the employee will be able to share skills with the LHO and assist with matters while learning the essential IQ skills so necessary to be effective in their jobs. Employees will learn business and community priorities as well as learn – through living – Inuit cultural values and knowledge.

## 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>2005-06</b>	<b>2004-05</b>
<b>Leased Units – Rent Supplement</b>		7,355	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>		23,701	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>	46,512	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>	1,681	1,993
Covers the cost of taxes and land lease expenses.		
<b>Debt Recovery</b>	28,004	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>	(6,948)	(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>	(56,096)	(56,113)
CMHC contributions for Social Housing and own source revenue.		
<b>Total, Public Housing</b>	<b>44,209</b>	<b>36,117</b>

**Priorities (2004-05)**

- Work with federal counterparts to design and deliver an action plan for the implementation of the SHINI initiative;

**Status:** *Complete. At least 160 incremental public housing units will be built over the life of the program, with 88 units having been delivered to the high-water mark during 2004-05 and at least 72 units to be delivered during 2005-06.*

- Revisit the LHO funding formula with a view toward providing a fair and adequate level of funding for these important community partners;

**Status:** *Ongoing. Utility deficits have been quantitatively identified, while Administration and Maintenance funding will be addressed during 2005-06.*

**Priorities (2005-06)**

- Revisit the LHO funding formula with a view toward providing a fair and adequate level of funding for these important community partners;
- Work with LHOs, NTI and the Federal Government to ensure the successful delivery of the *Nunavut Ten-Year Inuit Housing Action Plan* at the community level;
- Develop, with the LHOs, a comprehensive three to five year plan to address the Modernization and Improvement of the existing public housing stock;

- Develop, with the LHOs an energy efficiency plan to increase the awareness of energy usage in our communities and to reduce the amount of energy used in public housing units;
- Continue to provide capacity-building support to LHO's, the NHC's community partners, as they assist in the delivery of Corporation programs.

## 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.

Programs	Budget (\$000)	2005-06	2004-05
<b>Operations</b>		4,612	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>		31,336	30,981
Representing 90% of the line of business portfolio, provides about 1,100 rental units.			
<b>Total, Staff Housing</b>		<b>35,948</b>	<b>34,528</b>

### Priorities (2004-05)

- Proceed with detailed research and planning on key themes identified as part of the expanded "Under One Roof" initiative;

**Status:** *In progress. This initiative has proven to be more complicated and ambitious than previously thought. The "Under One Roof" concept remains valid and will continue to be implemented during 2005-06.*

- Continue to develop a comprehensive Staff Housing Policy;

**Status:** *In progress. Good progress was made on several aspects of this policy, with any outstanding aspects to be finalized in early 2005-06.*

- Report to the Financial Management Board (FMB) quarterly on condominium sales and advise the Board on how the receipts are to be used;

**Status:** *Ongoing.*

- Prepare a staff housing development and funding strategy by March 30, 2004 for consideration by the FMB;

**Status:** *Complete: The draft strategy was presented to the FMB in the Fall of 2004.*

### **Priorities (2005-06)**

- Proceed with detailed research and planning on key themes identified as part of the expanded “Under One Roof” initiative;
- Finalize, deliver and monitor/evaluate the 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;
- Implement the staff housing development and funding strategy as directed by the FMB. 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.

## **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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**Programs                      Appropriations included in the 2005/2006 Capital Estimates**

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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 \$50,000 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 (2004-05)**

- To revisit all home repair programs with a view toward adjusting program features to better meet the needs of Nunavummiut;

**Status:** *Complete. Several enhancements to homeowner programs were introduced effective April 1, 2005 including increased income thresholds, increased per-project funding and increased overall program funding.*

- To survey the potential homeownership client base and develop new programs to expand homeownership options for Nunavummiut;

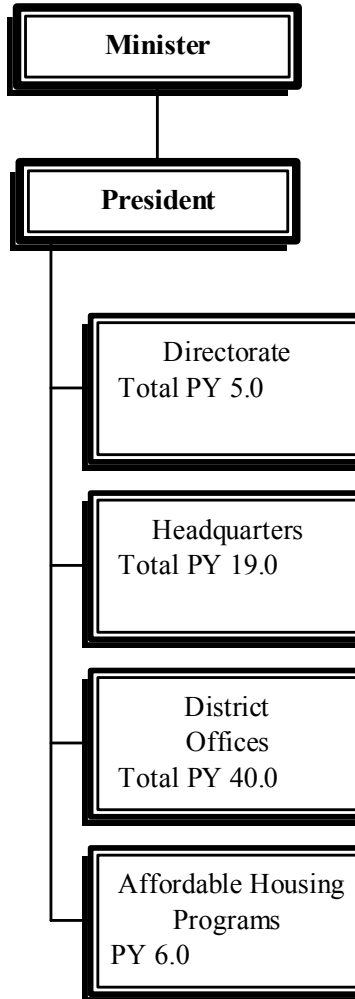
**Status:** *Complete. The NHC will develop new and enhanced homeowner programs based on these valuable outputs.*

**Priorities (2005-06)**

- To monitor and evaluate the effectiveness of the newly created and revised homeowner programs;
- Develop an energy efficiency plan to increase the awareness of energy usage by homeowners and to reduce the amount of energy used in their homes;
- To develop and implement a senior homeowner maintenance program.

## 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 \$188 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	2005 - 2006		2004 - 2005	
	Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs
<b>HEADQUARTERS</b>				
Salary	2,636	24.0	2,274	24.0
Grants & Contributions			0	
Other O&M	1,166		1,149	
<b>Subtotal</b>	<b>3,802</b>		<b>3,423</b>	
<b>DEBT REPAYMENT</b>				
Salary	0		0	
Grants & Contributions	0		0	
Other O&M (includes CMHC contributions*)	28,004		28,003	
<b>Subtotal</b>	<b>28,004</b>		<b>28,003</b>	
<b>DISTRICT OFFICES</b>				
Salary	4,205	40.0	3,656	40.0
Grants & Contributions	0		0	
Other O&M	1,476		1,447	
<b>Subtotal</b>	<b>5,681</b>		<b>5,103</b>	
<b>AFFORDABLE HOUSING</b>				
Salary	576	6.0	490	6.0
Grants & Contributions (includes CMHC contributions*)	72,301		64,227	
Other O&M	35,372		34,038	
<b>Subtotal</b>	<b>108,249</b>		<b>98,755</b>	
<b>TOTAL, FUNDED</b>	<b>145,736</b>		<b>135,284</b>	
* LESS CMHC CONTRIBUTIONS	56,096		56,113	
<b>TOTAL, GN-FUNDED</b>	<b>89,640</b>	<b>70.0</b>	<b>79,171</b>	<b>70.0</b>