

# Business Plans

*2006-2007*

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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's 2006-07 Main Estimates.

Each business plan is organized into six sections:

Introduction,  
Strategic Commitment to Pinasuaqtavut,  
Inuit Employment Plan  
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 Commitment 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 Inuit Employment Plan** provides information on each department's Inuit employment goals and initiatives. In addition, statistical data is provided on each department's Inuit employment representation.

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 2005-06 fiscal year and new and/or continued priorities are identified for the 2006-07 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 2006-07 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.

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**Office of the  
Legislative  
Assembly**

**Business  
Plan**

*2006-2007*

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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 COMMITMENT TO PINASUAQTAVUT**

### **Inuit Qaujimajatuqangit**

Inuit Qaujimajatuqangit is reflected in the manner in which we provide services to MLAs and the public. We work to ensure that Members and the public receive services and documents in the language of their choice; we strive to maintain a Legislative Assembly precinct that reflects and showcases Nunavut's rich cultural and artistic heritage; we provide the forum and tools with which elected Members may articulate and advance their priorities. 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.

### **Continuing 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.

## INUIT EMPLOYMENT PLAN

Consistent with Article 23 of the Nunavut Land Claims Agreement, the Legislative Assembly's long-term staffing goal is to reach a representative level of Inuit employment within the Office of the Legislative Assembly. Our goal is to increase the current Inuit employment level of 54% to a level of 60% or higher by 2009.

Inuit Employment Representation	As of March 31, 2005		Target for 2006-07	
	Number #	Capacity %	Number #	Capacity %
<b>Total Legislative Assembly Positions</b>	<b>31</b>	<b>100</b>	<b>31</b>	<b>100</b>
Total Filled Positions	25	81	31	100
Total Vacancies	6	19	0	0
Total Beneficiaries	13	52	17	55
<b>Total Executive Positions</b>	<b>2</b>	<b>100</b>	<b>2</b>	<b>100</b>
Total Filled Executive Positions	2	100	2	100
Total Vacant Executive Positions	0	0	0	0
Total Beneficiaries in Executive Positions	1	50	1	50
<b>Total Senior Management Positions</b>	<b>2</b>	<b>100</b>	<b>2</b>	<b>100</b>
Total Filled Senior Management Positions	2	100	2	100
Total Vacant Senior Management Positions	0	0	0	0
Total Beneficiaries in Sr. Management Positions	0	0	0	0
<b>Total Middle Management Positions</b>	<b>2</b>	<b>100</b>	<b>2</b>	<b>100</b>
Total Filled Middle Management Positions	2	100	2	100
Total Vacant Professional Positions	0	0	0	0
Total Beneficiaries in Middle Management Positions	1	50	1	50
<b>Total Professional Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Total Filled Professional Positions	0	0	0	0
Total Vacant Professional Positions	0	0	0	0
Total Beneficiaries in Professional Positions	0	0	0	0
<b>Total Paraprofessional Positions</b>	<b>19</b>	<b>100</b>	<b>19</b>	<b>100</b>
Total Filled Paraprofessional Positions	14	74	19	100
Total Vacant Paraprofessional Positions	5	26	0	0
Total Beneficiaries in Paraprofessional Positions	6	43	9	47
<b>Total Administrative Support Positions</b>	<b>6</b>	<b>100</b>	<b>6</b>	<b>100</b>
Total Filled Administrative Support Positions	5	83	6	100
Total Vacant Administrative Support Positions	1	17	0	0
Total Beneficiaries in Admin. Support Positions	5	100	6	100

## **Inuit Employment Initiatives**

The Human Resources strategy for the Office of the Legislative Assembly is to ensure that competent and trained individuals are available to support the needs of elected Members. This strategy must ensure that staff have the competencies necessary to support Members. By use of mentoring and trainee positions, more Inuit staff will be trained to take on these Assembly support functions for future years. Inuit staff are encouraged to improve their workplace skills so that they are able to stay current within their field, whether in financial management, research, or procedural duties.

## **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.

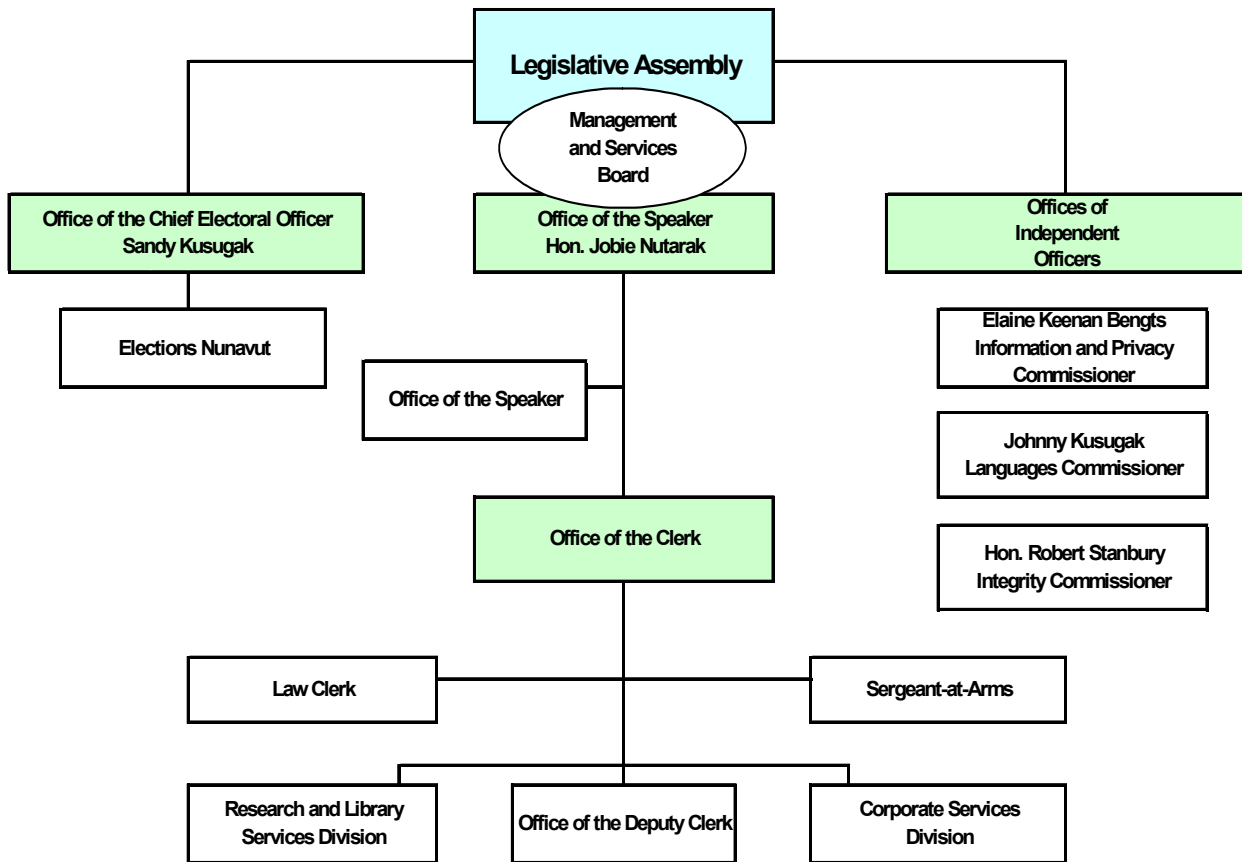
### **Public Expectations**

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)	
	2006-07	2005-06
Assembly Operations	6,892	6,555
Expenditures on Behalf of Members	5,407	5,147
Support to Independent Officers of the Legislative Assembly	1,510	1,440
<b>TOTAL</b>	<b>13,809</b>	<b>13,142</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>2006-07</b>	<b>2005-06</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>		1,482	1,005
<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>		800	819
<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>	1,910	2,001
<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>	100	120
<ul style="list-style-type: none"><li>• The development and maintenance of the Assembly's website;</li><li>• The promotion of the Legislative Assembly through the public tour program, and production of information materials and brochures;</li><li>• The planning and delivery of special events, ceremonies and 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>	200	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>		
<hr/> <b>Total, Assembly Operations</b>	<b>6,892</b>	<b>6,555</b>

**Priorities (2005-06)**

- Hold sittings of the Assembly and its Committees at the direction of Caucus.  
**Status:** *Ongoing.*
- Implement improvements to the Hansard editing process while maintaining high turnaround standards;  
**Status:** *Ongoing. An official Nunavut Hansard Style Guide is being prepared for use during Sessions.*
- 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).  
**Status:** *Ongoing. The EBC is anticipated to begin its work in 2006.*
- Continue to effect enhancements to the Legislative Assembly precinct, including the *Legacy Wall* project.  
**Status:** *Ongoing. Notable enhancements in 2005-06 to date include renovation of Committee rooms and expansion of the Assembly's fine arts and crafts collection*
- Complete a number of cataloguing projects for the Legislative Library, and expand electronic access to its holdings.  
**Status:** *Retrospective cataloguing of federal government document holdings completed. Electronic documents collection expanded.*

**Priorities (2006-07)**

- Provide secretariat support to the Electoral Boundaries Commission;
- Increase the Legislative Library's holdings of GN public documents (print and electronic formats) and promote Legislative Library as the central depository for GN documents;
- Host the 2006 annual conference of the Association of Parliamentary Librarians in Canada (APLIC);
- Effect technical enhancements to the Assembly's suite of Audio/Visual equipment;
- Roll-out of new public information materials;
- Effect enhancements to the Legislative Assembly precinct while moving forward in long-term planning for a new facility; and
- Support Members' constituency offices in upgrading connectivity to broadband service.

## 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.

Programs	Budget (\$000)	2006-07	2005-06
<b>Indemnity, Allowance and Constituency Administration</b>		5,407	5,147
<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>5,407</b>	<b>5,147</b>

### Priorities (2005-06)

- 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.*

### Priorities (2006-07)

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



**Priorities (2005-06)**

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

**Status:** *Ongoing.*

- 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).

**Status:** *Ongoing.*

- Assist the Office of the Chief Electoral Officer in the development of a new *Plebiscite Act*.

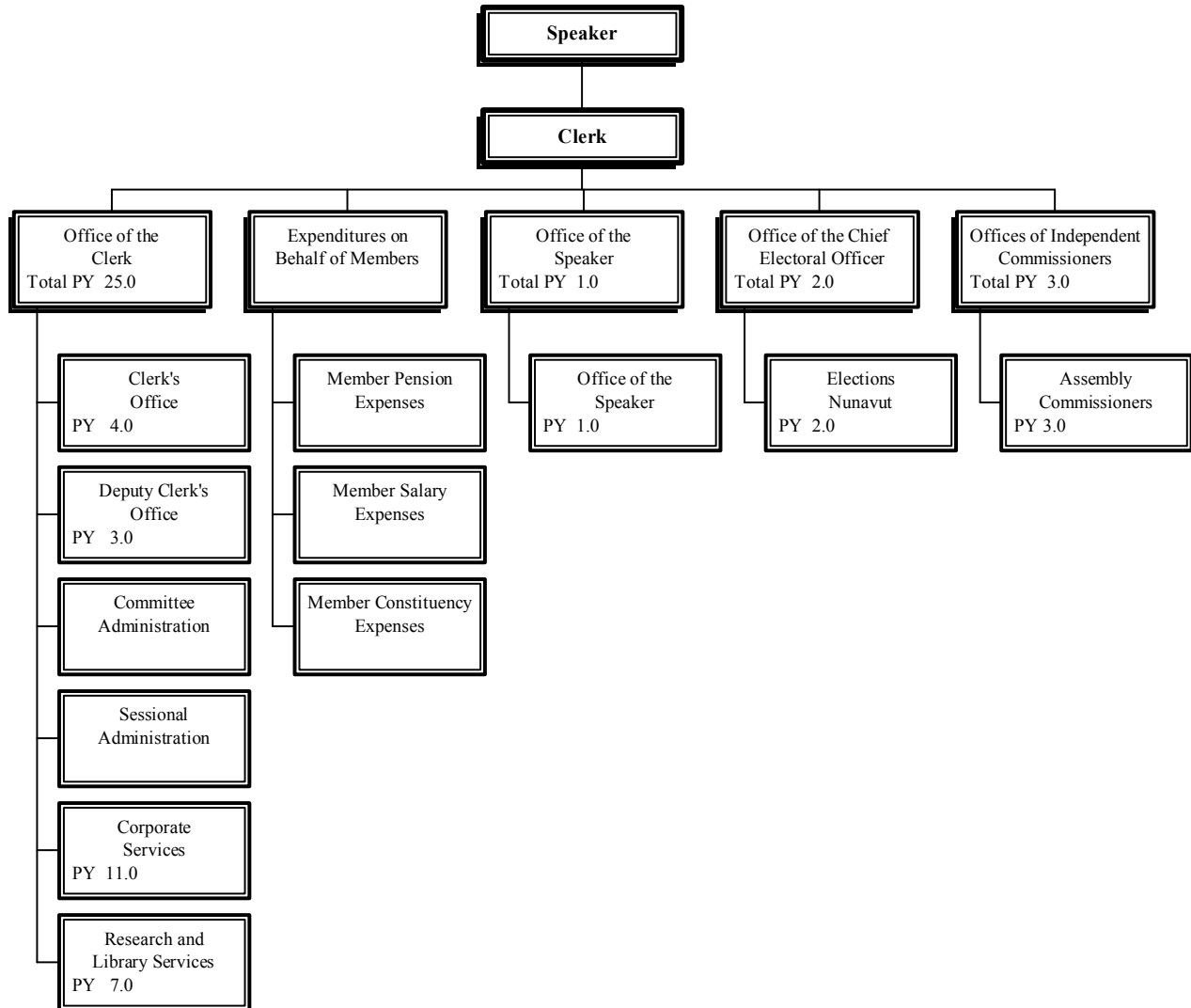
**Status:** *Ongoing. The CEO's Report on the 2004 Nunavut General Election has been tabled in the Legislative Assembly. The Management and Services Board is coordinating amendments to the Nunavut Elections Act.*

**Priorities (2006-07)**

- Undertake, in coordination with the Office of the Integrity Commissioner, the statutorily-required quinquennial review of the *Integrity Act*;
- Provide support to the Office of the Integrity Commissioner in hosting the 2006 annual conference of the Canadian Conflict of Interest Network (CCOIN);
- Provide support to the Office of the Information and Privacy Commissioner in hosting the 2006 annual conference of Canadian Information and Privacy Commissioners; and
- Provide ongoing website development and maintenance support to the Offices of the Integrity Commissioner, Chief Electoral Officer and the Information and Privacy Commissioner.

# APPENDIX I: Accounting Structure and Financial Summary

## Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	31.0
Vote 4/5 PYs	-
Revolving Fund PYs	-
<b>TOTAL PYs</b>	<b>31.0</b>

## **Legislative Assembly Office 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 Legislative Assembly. The Speaker is the official representative of the Legislative Assembly at national and international events.

### **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	2006 - 2007		2005 - 2006	
	Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs
<b>OFFICE OF THE CLERK</b>				
Salary	2,612	25.0	2,475	25.0
Grants & Contributions	0		0	
Other O&M	4,080		3,870	
<b>Subtotal</b>	<b>6,692</b>		<b>6,345</b>	
<b>EXPENDITURES ON BEHALF OF MEMBERS</b>				
Salary	3,242	0.0	2,885	0.0
Grants & Contributions	0		0	
Other O&M	2,165		2,262	
<b>Subtotal</b>	<b>5,407</b>		<b>5,147</b>	
<b>OFFICE OF THE SPEAKER</b>				
Salary	140	1.0	150	1.0
Grants & Contributions	0		0	
Other O&M	60		60	
<b>Subtotal</b>	<b>200</b>		<b>210</b>	
<b>OFFICE OF THE CHIEF ELECTORAL OFFICER</b>				
Salary	350	2.0	350	2.0
Grants & Contributions	0		0	
Other O&M	400		400	
<b>Subtotal</b>	<b>750</b>		<b>750</b>	
<b>OFFICE OF INDEPENDENT COMMISSIONERS</b>				
Salary	430	3.0	420	3.0
Grants & Contributions	0		0	
Other O&M	330		270	
<b>Subtotal</b>	<b>760</b>		<b>690</b>	
<b>TOTAL</b>	<b>13,809</b>	<b>31.0</b>	<b>13,142</b>	<b>31.0</b>

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**Department of  
Executive and  
Intergovernmental  
Affairs**

**Business  
Plan**

*2006-2007*

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## **INTRODUCTION**

### **Our Mission**

*The Department of Executive and Intergovernmental Affairs (EIA) supports the Premier and Cabinet in accomplishing the government's objectives as set out in Pinasuaqtavut 2004-2009.*

*As a "central agency", the department provides advice to the Premier and Cabinet on a broad range of governmental issues. It leads interdepartmental coordination, information sharing and internal consultation for the Government of Nunavut "line departments" and agencies, which provide services directly to Nunavummiut.*

*The department has the lead responsibility for intergovernmental affairs particularly in supporting the Premier and coordinating Government of Nunavut (GN) positions on national, provincial, territorial, circumpolar and aboriginal issues.*

### **Our Vision**

*The Government of Nunavut meets all of its obligations under the Nunavut Land Claims Agreement.*

*The Government of Nunavut has an organizational culture that reflects Inuit societal values and Inuit Qaujimajatuqangit principles.*

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

### **Our Principles and Values**

In meeting its objectives, the department's efforts will be shaped by its full commitment to the *Nunavut Land Claims Agreement* (NLCA) and Inuit Qaujimajatuqangit guiding principles such as:

**Inuuqatigiitsiarniq:** respecting others, relationships and caring for people,

**Tunnganarniq:** fostering good spirit by being open, welcoming and inclusive,

**Pijitsirniq:** all staff will endeavour to serve each other and the community at large to the best of their abilities,

**Aajiiqatigiinni:** decision-making through discussion and consensus,

**Pilimaksarniq:** development of skills through practice, effort and action,

**Piliriqatigiinni:** working together for a common cause,

**Qanuqtuurniq:** being innovative and resourceful, and

**Avatittinnik Kamatsiarniq:** respect and care for the land, animals and the environment.

## **Inuit Qaujimagatuqangit**

Inuit Qaujimagatuqangit provides the context in which the GN develops a culturally relevant, open, responsive and accountable government.

The eight guiding principles set out in *Pinasuaqtavut 2004 – 2009*, and above, are the basis for our approach. These guiding principles include all areas of Inuit values, customs, language, management practices, sustainable and self-reliant communities, perception, and natural environment.

Executive and Intergovernmental Affairs recognizes the importance and relevance of Inuit Qaujimagatuqangit in the workplace and reflects this in the design and implementation of the department's initiatives and policies.

The inclusion of traditional values, beliefs and practices will help the department ensure the development and provision of services and programs is specifically tailored to the unique needs of a population that is predominantly Inuit. These values will also inform the development and promotion of the government's relations with federal, provincial and territorial governments and Nunavut Tunngavik Inc.

## **Language Services**

Language features prominently in *Pinasuaqtavut 2004-2009*. The mandate document says the Government of Nunavut will strengthen the teaching and learning of Inuktitut in schools and the public service so that it can become the language of work by 2020. The document also lists the development of made-in-Nunavut language legislation to foster the use of Inuktitut in the workplace and the public and private sectors as an objective.

As with other departments, the Department of Executive and Intergovernmental Affairs is implementing the government's language services guidelines.

On the operational level there have been several results. For example, the department uses voice mail messages in Inuktitut and English. Some interdepartmental meetings and committees conduct their business in English and Inuktitut. Most public communications from EIA are in Inuktitut and English. The Communications division has the capability to produce some original documents in Inuktitut – from which they would be translated into other languages.

On a broader level, the department is leading an initiative for Inuktitut language training for senior executives. The department is working with a Nunavut-based company with expertise in the field to develop an Inuktitut language program for senior management.



## **STRATEGIC COMMITMENT TO PINASUAQTAVUT**

Working in partnership with other GN departments, Executive and Intergovernmental Affairs monitors and tracks progress on the implementation of *Pinasuaqtavut* priorities. As part of this, the department proactively supports deputy ministers of other GN departments by providing advice and direction on priorities, strategies and policies, especially in the case of inter-departmental initiatives.

In addition, EIA has the lead responsibility for achieving a variety of specific objectives set out in *Pinasuaqtavut 2004 – 2009*. These relate primarily to implementing the NLCA, concluding a devolution agreement, legislation and cross-departmental administrative initiatives such as increased access to government information, and services.

## INUIT EMPLOYMENT PLAN

Inuit Employment Representation <sup>1</sup>	As of March 31, 2005		Target for 2006-07	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>46</b>	<b>100</b>	<b>52</b>	<b>100</b>
Total Filled Positions	37	80	52	100
Total Vacancies	9	20	0	0
Total Beneficiaries	21	56	33	63
<b>Total Executive Positions</b>	<b>4</b>	<b>100</b>	<b>5</b>	<b>100</b>
Total Filled Executive Positions	4	100	5	100
Total Vacant Executive Positions	0	0	0	0
Total Beneficiaries in Executive Positions	2	50	3	60
<b>Total Senior Management Positions</b>	<b>5</b>	<b>100</b>	<b>6</b>	<b>100</b>
Total Filled Senior Management Positions	4	80	6	100
Total Vacant Senior Management Positions	1	20	0	0
Total Beneficiaries in Sr. Management Positions	1	25	2	33
<b>Total Middle Management Positions</b>	<b>4</b>	<b>100</b>	<b>5</b>	<b>100</b>
Total Filled Middle Management Positions	2	50	5	100
Total Vacant Middle Management Positions	2	50	0	0
Total Beneficiaries in Middle Management Positions.	1	50	2	40
<b>Total Professional Positions</b>	<b>12</b>	<b>100</b>	<b>14</b>	<b>100</b>
Total Filled Professional Positions	10	83	14	100
Total Vacant Professional Positions	2	17	0	0
Total Beneficiaries in Professional Positions	5	50	8	57
<b>Total Paraprofessional Positions</b>	<b>11</b>	<b>100</b>	<b>11</b>	<b>100</b>
Total Filled Paraprofessional Positions	7	64	11	100
Total Vacant Paraprofessional Positions	4	36	0	0
Total Beneficiaries in Paraprofessional Positions	6	86	9	82
<b>Total Administrative Support Positions</b>	<b>10</b>	<b>100</b>	<b>11</b>	<b>100</b>
Total Filled Administrative Support Positions	10	100	11	100
Total Vacant Administrative Support Positions	0	0	0	0
Total Beneficiaries in Administrative Support Positions	6	60	9	82

<sup>1</sup> Numbers reflect all funded positions within the Department of Executive and Intergovernmental Affairs less the positions in the Nunavut Cabinet.

## **INUIT EMPLOYMENT PLAN – Targets for 2006-2007**

### **Capacity**

The establishment of the new Devolution division will add five new positions to the department; increasing total departmental staff to 52 positions. The division will be located in Iqaluit, reporting to the Deputy Minister of Intergovernmental Affairs.

### **Beneficiary Representation**

By March 2007, there will be an overall increase in beneficiary employment from 21 to 33 Inuit staff. This will represent an increase in beneficiary employment from 56% to 63%.

Since March 2005, staff promotions, as well as new hires in the department, have increased beneficiary employment numbers in all categories; most notably in the professional, paraprofessional and administrative categories.

The department will continue efforts to increase beneficiary employment in the management categories through the Sivuliqtiksat Internship Program. This program has proven successful, with one beneficiary completing his internship for a manager position in the department. One more intern has been hired and is currently in training to fill a senior management position.

## **ENVIRONMENTAL SCAN**

In carrying out its mission, EIA must take into account a wide range of issues that include the values and makeup of the territory, its system of governance and the many external forces affecting how we go about advancing our priorities. The following issues have an important bearing on how the department achieves its mission.

### **Critical Issues**

#### **Consensus Government**

A consensus government requires broad support for measures it proposes. The Premier and Ministers are required to take into account and respond to Members' concerns as they work through the legislative and budget processes. The system blends the principles of parliamentary democracy with the Inuit societal values of maximum cooperation, effective use of leadership resources and common accountability.

While elected officials work within a consensus system, the model used for Nunavut's public service is based more on the management structure found in southern jurisdictions and the other northern territories. The Department of Executive and Intergovernmental Affairs needs to balance consensus with a system of public administration that requires efficient management decision-making.

EIA approaches this by basing its work on *Aajiiqatigiinni* (decision-making through discussion and consensus), *Tunnganarniq* (being open, welcoming and inclusive), *Inuuqatigiitsiarniq* (respecting others), *Piliriqatigiinni* (working together for a common cause) and *Qanuqtuurniq* (being innovative and resourceful).

#### ***The Nunavut Land Claims Agreement***

The department is focusing resources to break the impasse in Implementation Contract negotiations for the NLCA. Working closely with Nunavut Tunngavik Inc., the aim of the conciliation process is to obtain a renewed contract for the period 2003 – 2013 to fund the implementation obligations of the NLCA including Article 23 – which involves Inuit employment within government. Implementation of Article 23 is critical if the territory is to meet the challenge of increasing education and participation of NLCA beneficiaries in an expanding economy.

#### **Operating Challenges and Opportunities**

Budget restraints are one of the most urgent issues facing the GN. The department can play a lead role in developing an integrated approach to public services that avoids duplication and optimizes the deployment of available resources. The intended result of this work is quality services that are well targeted and delivered in a cost-effective manner.

### **Demographics**

Nunavut has Canada's youngest and fastest growing population. It is a population that will place new demands on education and on the wage economy. The implementation of Article 23 of the NLCA is critical to the territory in meeting the challenge of expanding education and creating new jobs in an expanding economy. To this end, the department is working in partnership with Nunavut Tunngavik Inc. to ensure that Article 23 is fully implemented.

### **Rapidly Expanding Interactions**

Compared with 30 years ago, Nunavut is much more "connected" today with the rest of Canada and the world. Since the creation of the territory and the GN in 1999, the scope and pace of these interactions have been expanding exponentially. Through its intergovernmental affairs function, the department is responsible for managing and prioritizing the growing web of negotiations and relations with other governments and organizations within Canada and beyond.

### **Evaluation of Government Services**

The department has re-established the evaluation office in Pangnirtung. Evaluating government programs and services will help determine their effectiveness and value for money. Program evaluation will also help the department determine how services may need to be improved, added, or even discontinued, to meet new realities and needs. It will be a number of years before this division has the capacity and resources to engage in broad governmental evaluations. The initial priorities will be program and department-specific and usually by invitation.

### **Decentralization**

The department has assigned a policy advisor to monitor the government's decentralization initiative and support the Assistant Deputy Ministers' Committee tasked with ensuring that the decentralization plan is implemented in a timely and successful manner. The GN is looking at various issues that are impeding the filling of decentralized positions.

## CORE BUSINESS

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

	Budget (\$000)	
	2006-07	2005-06
Executive	6,449	6,350
Corporate Services	771	697
Statistics	453	453
Policy, Planning and Evaluation	1,025	982
Intergovernmental Affairs	2,608	1,587
<b>TOTAL</b>	<b>11,306</b>	<b>10,069</b>

### Executive

Provides overall management and direction. The Deputy Minister of the Executive Council 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.
- To coordinate government communication strategies and messages.
- To provide national and international access to information on Nunavut.

Programs	Budget (\$000)	2006-07	2005-06
<b>Deputy Minister / Assistant Deputy Minister</b>		885	859
<b>Communications</b>		909	922

These offices support and organize the overall work of Cabinet and its committees, including legislation and translation.

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

The Communications division is committed to supporting interaction between the Government of Nunavut, organizations and Nunavummiut.

It will establish and maintain active two-way communication and easy access to programs and services. The division is also responsible for promoting the profile of the Government of Nunavut.

**Cabinet Registrar** 256 250

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 distributed to Cabinet and within the Government of Nunavut.

**Premier's Office** 1,074 1,029

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

**Minister's Offices** 2,908 2,875

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** 227 196

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 supported by one staff person.

**Utility Rate Review Council (URRC)** 190 219

The Council responds to the mandate set out in the *Utility Rates Review Council Act* to evaluate the cost structures of the utility and advise the Minister of Energy on pricing and rate structures.

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**Total, Executive** 6,449 6,350

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**Priorities (2005-06)**

- Develop internal priorities and timelines for implementation of the objectives set out in *Pinasuaqtavut 2004-09*;  
**Status:** *Developed by the Deputy Ministers' Committee and approved by Cabinet in June 2005.*
- Support the Crown Agency Council activities to address issues raised by the Auditor General;

**Status:** *Mandate letters provided to all public agencies; legislation has been prepared to address issues of reporting, budgeting and conflict of interest. Government policies are being reviewed and a template has been developed for those applicable to public agencies.*

- 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;

**Status:** *Senior Officials Healthy Lifestyles Committee meets monthly to review departmental activities and government programming in cooperation with the Embrace Life Council.*

*A Deputy Ministers' Committee coordinates cross-departmental government responses to planning, environment and development issues.*

- Ongoing improvement of Cabinet and its committee processes, administration, record management, and tracking process;

**Status:** *The Registrar's Office continues to improve the timely delivery of Cabinet decisions and explore new methods for supporting Cabinet, its committees, records management and tracking processes.*

- Proactive administrative and logistic support for the URRC review of the first comprehensive Nunavut General Rate Application;

**Status:** *The proactive approach in support of the URRC allowed for a representative public consultation process and a large number of Nunavummiut had the opportunity to have a say in the process.*

- Improve the quality of communications products by arranging and offering writing and design courses;

**Status:** *Design courses were offered and initiatives to improve writing in English and Inuktitut are ongoing.*

- Work with the interdepartmental communications committee to create strategies and approaches that will result in greater standardization of communications products;

**Status:** *Process has been established and is being refined to meet emerging needs.*

- Review and adjust as necessary protocols for the production of communications and information and protocols on media relations;

**Status:** *Protocols have been adjusted and are in place.*

- Implement the language guidelines;



**Status:** *There is a designated staff person to serve the public in their choice of language. Most public communication that originates in EIA is in Nunavut's official languages.*

- Promote the use of Inuktitut as a working language;

**Status:** *The Communications division has gained the capability to produce communications products with Inuktitut as the original language.*

- Discuss on an ongoing basis how to relate day-to-day activities in the office workplace with Inuit Qaujimajatuqangit;

**Status:** *Discussions take place regularly, both formally in a group setting during "IQ Hour" and informally amongst the staff. A departmental IQ committee has been established to promote IQ in the workplace.*

- Produce Inuktitut recorded interviews with selected GN spokespersons for distribution to Nunavut's 25 community radio stations;

**Status:** *Broadcast material is distributed as needed.*

- Continue to provide cultural orientation sessions for all staff to be held regularly to increase awareness and understanding of Inuit culture, history and values;

**Status:** *The department has periodically invited elders to provide cultural orientation sessions, in addition to the regular staff gatherings to share cultural traditions and values.*

- Coordinate and provide Inuktitut learning lessons for departmental staff on a regular basis, in conjunction with the cultural awareness sessions;

**Status:** *Departmental staff are often surrounded by fellow Inuktitut speaking coworkers; activities have been developed to promote the learning of Inuktitut.*

### **Priorities (2006-07)**

- Continued improvement in support of Cabinet and its committee processes, administration, record management, and tracking process through the use of new programs and technologies;
- Continue the proactive administrative and logistic support for the URRC as it continues to review the ongoing issues from the first comprehensive Nunavut General Rate Application. This includes continued training for the Council and staff to ensure they are well informed in the trends within the regulatory sector;
- Create and implement an extensive communications strategy to inform Nunavummiut and GN staff about the devolution process;
- Work in partnership with the IT division of the Department of Community and Government Services to refine the internal and external GN web pages and increase the amount of material on the external site that is in Inuktitut, Inuinnaqtun and French;

- Provide ongoing counsel to GN decision-makers regarding communications, issues management, media relations and relations with other government levels;
- Coordinate and provide Inuktitut learning lessons for departmental staff on a regular basis, in conjunction with the cultural awareness sessions;
- Continue to provide cultural orientation sessions for all staff to be held regularly to increase awareness and understanding of Inuit culture, history and values;
- Discuss on an ongoing basis how to relate day-to-day activities in the office workplace with Inuit Qaujimajatuqangit.

## **Corporate Services**

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

### **Objectives**

- Provide timely and accurate departmental financial and administrative processing, and reporting.
- 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.
- Provide advice, administrative support and ensure compliance with the terms of all contracts.
- Provide administrative support to the department's two decentralized offices.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Access to Information</b>		160	163
The ATIPP function ensures compliance with the <i>ATIPP Act</i> ; provides coordination of all ATIPP issues, activities and training; provides liaison with the Information and Privacy Commissioner as well as other jurisdictions; and provides consultative services to government staff in relation to access to information requests and internal processes related to access and privacy.			
<b>Support Services</b>		611	534
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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<b>Total, Corporate Services</b>	<b>771</b>	<b>697</b>
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### **Priorities (2005-06)**

- Expand ATIPP staff training and incorporate public information sessions in Iqaluit and communities;

**Status:** *This is an ongoing process and it has reached a point where individual departments are arranging ATIPP training for the specific needs of their departments.*

- 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;

**Status:** *A portion of this has been completed with more public bodies being included under the ATIPP regulations. Work to have more public bodies included is ongoing.*

- 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;

**Status:** *ongoing.*

- 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;

**Status:** *Ongoing.*

- Publish an ATIPP directory;

**Status:** *This has been accomplished and the directory is updated on a regular basis to ensure it remains current.*

- Introduce a privacy impact assessment process to GN public bodies;

**Status:** *This has been accomplished by working with departments on setting up the process.*

- Continue with staff training on the job and through formal education;

**Status:** *The ATIPP Manager completed several online courses for specific ATIPP issues, several staff are involved in the Nunavut Public Service Certificate program, and two have begun the CMA/CGA program offered through the Department of Finance.*

### Priorities (2006-07)

- Have the new ATIPP Manager trained through targeted training and online courses;
- Continue with staff training on the job and through formal education;
- Have a minimum of two staff trained on P2K software;
- Train more staff to do financial reporting at an analytical level;
- Continue working on the privacy impact assessment process.

### Statistics

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

### Objectives

- Produce accurate and appropriate statistical data about Nunavut.
- Maintain a strong relationship with Statistics Canada.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Statistics</b>		453	453
<p>Nunavut Kiglisiniaqtiit (Nunavut Bureau of Statistics) is the GN's central statistical agency. It collects, analyzes and distributes statistical data on Nunavut, and provides assistance and advice on the use of statistical data. Nunavut Kiglisiniaqtiit is also Statistics Canada's statistical focal point for Nunavut, and as such represents Nunavut's interests within the national statistical system.</p>			
<b>Total, Statistics</b>		<b>453</b>	<b>453</b>

### 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;

**Status:** *Regular production and distribution of the StatsUpdate electronic publication, Iqaluit's Consumer Price Index, Annual publication on the latest population estimates for Nunavut, Community profiles based on data from the 2001 Census, reports of the results of the 2004 Nunavut Household Survey.*

- Preparation for the 2006 Census, which will occur in May 2006 (communication/public awareness activities);

**Status:** *The bureau facilitated a workshop in May 2005 in Iqaluit for interested GN departments/divisions to discuss the next census and its expected products and releases; met with senior representatives of Statistics Canada to discuss the plans for the census in Nunavut; and provided to the census managers background information about Nunavut's communities.*

- Preparation and release of a Nunavut statistical profile;

**Status:** *The bureau began the development of an electronic publication entitled Monthly Statistical Review, which will include all the monthly data specific to Nunavut released by Statistics Canada.*

- Training of Staff;

**Status:** *Negotiated a Memorandum of Understanding with Indian and Northern Affairs Canada (INAC) to provide a mentorship program to a bureau staff member at INAC's Strategic Research and Analysis Division. Finalized a 50/50 cost sharing arrangement with Statistics Canada for a bureau staff person to enroll in Statistics Canada's survey administration course in Ottawa.*

*Intern position at the bureau hired and on staff. Negotiated a Memorandum of Understanding with Statistics Canada to provide training in Pangnirtung by Statistics Canada trainers to the intern and other bureau staff (will be open to other GN staff as well). Approval received from the Department of Human Resources for a specialized training funding application to pay the travel costs of the Statistics Canada trainers coming to Pangnirtung.*

- GN Employee Survey;

**Status:** *Survey form developed in collaboration with the Department of Human Resources. Local hiring of the survey team and distribution of the survey to all GN employees occurred in the fall of 2005; analysis of the results took place early in 2006.*

- Nunavut Statistics Act;

**Status:** *Draft Act prepared with the assistance of the Department of Justice and, after consultation with Statistics Canada and Nunavut's Privacy Commissioner, was considered and introduced in the Legislature in the fall of 2005.*

- Labour Market Development Agreement;

**Status:** *Initial Contribution agreement with HRSDC for 2004/05 extended to March 31, 2007. An extensive review of existing Nunavut labour force data was undertaken and an overall plan to develop estimates of employment within Nunavut drafted.*

- Smoking Survey;

**Status:** *Work on a draft survey form carried out in collaboration with the Department of Health and Social Services and Health Canada. Discussions with*

*Health Canada held to prepare a funding application to support the administration and analysis of this sample survey.*

### **Priorities (2006-07)**

- Continue the production and distribution of Nunavut-specific statistical publications;
- Develop a user friendly website;
- Ensure the effective distribution of the data from the *2005 GN Employee Survey* and the *Smoking Survey*;
- Focus on the data available from the 2006 Census in a series of specialized products and releases;
- Continue mentorship program with INAC's Research and Analysis division in Ottawa until August 2006 for one bureau staff person;
- Ongoing support and training to continue for the bureau's intern;
- Follow up with Statistics Canada on the MOU signed in the fall of 2005 to determine if additional training can be arranged in 2006-07;
- Implementation, evaluation and reporting of the Nunavut labour market analysis plan in a trial run to be planned, conducted and reviewed in collaboration with Statistics Canada;
- Production of a regular statistical report on Nunavut's labour force;
- Finalize an MOU with Health Canada to fund the development, administration and analysis of a Nunavut version of the *Canadian Addictions Survey*; establish a team to conduct the survey in 2006-07.

### **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, and evaluation of policy and program objectives.

### **Objectives**

- To ensure the development of simple and understandable government policies.
- To liaise with government departments on their submissions to Cabinet.
- To produce effective program evaluation, performance measurement, and evaluation consultation services 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>2006-07</b>	<b>2005-06</b>
<b>Policy and Planning</b>		596	605
<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.</p> <p>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	50
<p>The decentralization function provides ongoing support and administration of decentralization. This is accomplished through working with an interdepartmental decentralization committee 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>		379	327
<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, Policy, Planning &amp; Evaluation</b>		<b>1,025</b>	<b>982</b>

**Priorities (2005-06)**

- Establish the decentralization interdepartmental committee; and evaluate and report on the status and progress of decentralization;
 

**Status:** *An interdepartmental committee on decentralization has been established to address challenges and identify opportunities for improving support to decentralized offices. Departmental reorganizations are monitored closely for impacts to decentralization.*
- Develop the Evaluation section in Pangnirtung to become a functioning unit ready to work with other departments;
 

**Status:** *An evaluation policy is being developed along with an evaluation framework document. The mandate for the Evaluation office was updated to include program evaluation, performance measurement and consultation services.*
- Establish a GN performance measurement program to allow for statistical evaluations in areas of importance to departments;

**Status:** *A performance measurement framework is being developed for departmental use. A measurement system will also be developed in consideration of Pinasuaqtavut objectives.*

- 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;

**Status:** *One set of policy workshops have been delivered to GN employees in Nunavut. This workshop will be offered on an ongoing basis.*

- Evaluate draft government policy items in consideration of Inuit Qaujimajatuqangit;

**Status:** *Inuit Qaujimajatuqangit is considered in the evaluation of all draft government policy items.*

### **Priorities (2006-07)**

- Provide support and administration for the interdepartmental committee on decentralization and monitor the status and progress on decentralization;
- 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;
- Evaluate draft government policy items in consideration of Inuit Qaujimajatuqangit;
- Implement the evaluation policy and the evaluation framework in support of GN activities;
- Provide consultation services and training to support GN departmental evaluation projects;
- Establish a GN performance measurement system to provide assistance and support to the implementation of evaluations in areas of importance to departments;
- Provide input to the development of a performance management program for GN departments.

### **Intergovernmental Affairs**

The Intergovernmental Affairs Branch of EIA provides leadership and coordination of the Government of Nunavut's relations with federal, provincial and territorial governments and also in relations with aboriginal and circumpolar organizations and governments. It undertakes liaison with federal, provincial and territorial governments and with aboriginal and circumpolar organizations.



## Objectives

- Enhance and foster strong working relationships with other governments.
- Coordinate the development of government strategies, policies and initiatives relating to Nunavut's federal, provincial and territorial affairs relations.
- Coordinate GN activities relating to Nunavut Tunngavik (through the Iqqanaijaqatigiit Protocol), Regional Inuit Organizations, and the NLCA, and overlapping claims.
- Coordinate the GN's relationship with Indian and Northern Affairs Canada and other federal departments and agencies.
- Participate in and coordinate the GN's roles in Arctic institutions, including the Inuit Circumpolar Conference and the Arctic Council.
- Lead and coordinate the GN's negotiation of an agreement with Canada and NTI on the devolution of control over lands and resources in Nunavut.
- Coordinate the GN's activities relating to the conclusion and implementation of the Northern Strategy.

Programs	Budget (\$000)	2006-07	2005-06
<b>Aboriginal Affairs</b>		162	192
Manages and advises on government policies and positions relating to the implementation of the NLCA, relations with Nunavut Tunngavik Incorporated, and relations with the federal, provincial and territorial governments on other aboriginal land claims that overlap with the Nunavut Territory.			
<b>Circumpolar Affairs</b>		360	437
Represents the government in Arctic Council related issues, bilateral relations with other circumpolar organizations and governments and regions, and relations with circumpolar indigenous groups.			
<b>Devolution</b>		1,067	50
The transfer to the GN of province-like responsibilities for the management of non-renewable resources in Nunavut is a crucial component for the territory's long-term development. The conclusion of a devolution agreement is therefore a major priority of the Government of Nunavut, as set out in <i>Pinasuaqtavut</i> . The Devolution division will lead and coordinate the GN's negotiations with the Government of Canada and NTI on a devolution agreement. December 2008 has been set as the target date for conclusion of this agreement.			
<b>Intergovernmental Affairs</b>		675	613
The Intergovernmental Affairs branch is responsible for the management and development of government strategies, policies and initiatives relevant to federal, provincial and territorial relations.			

**Intergovernmental Relations** 286 272

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 are extensively involved in implementation, trans-boundary devolution negotiations and other corporate issues as assigned.

**Protocol** 18 18

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.

**Senior Personnel Secretariat** 5 5

The Senior Personnel Secretariat supports and manages the relationship between the Premier and the senior employees of the Government of Nunavut, enhances the ability of the Premier to advance the objectives of a representative public service and reviews and organizes the compensation, benefits and duties of the senior public service.

**Energy Secretariat** 35 0

The Energy Secretariat is responsible for and leads the development of a comprehensive energy strategy to deal with the territory's dependency on imported oil for heat, power and transportation. The Energy Secretariat will monitor energy related issues and to develop options and recommendations on territorial energy policy and will coordinate GN action on Cabinet level energy decisions.

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**Total, Intergovernmental Affairs** 2,608 1,587

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**Priorities (2005-06)**

- Support the Premier in the advancement of Nunavut initiatives and priorities as they relate to First Ministers' Meetings, Western and Northern Premiers' Meetings, the Council of the Federation and meetings of Federal/Provincial/Territorial Aboriginal Councils;

**Status:** *The Premier attended the 2005 Western Premiers' Conference, along with his northern colleagues, and received support for the work on the Northern Strategy and Devolution.*

*The Premier attended the 2005 Council of the Federation meeting. Nunavut will participate in the development of a comprehensive national transportation strategy and participate in the development of an energy strategy. The territory received unanimous support for the devolution of province-like responsibilities to Nunavut from Canada. Nunavut will participate in a "Summit on Post*

*Secondary Education” and an agreement for devolution with the Government of Canada.*

- Conclude an agreement for devolution with the Government of Canada;  
**Status:** *The following have been completed during the current fiscal year: staffing of the new Devolution division; approval of a GN Devolution Negotiation Mandate; initiation of the research required for the forthcoming negotiations; the appointment of the GN’s Devolution Chief Negotiator; commencement of formal devolution negotiations; and completion of a framework agreement or memorandum of intent to guide the negotiations.*
- Conclude negotiations with the Government of Canada with respect to an Implementation Contract for the NLCA;  
**Status:** *The Government of Nunavut, Government of Canada and NTI have agreed to a conciliation process and have retained Mr. Thomas Berger as conciliator.*
- Consult and work with the Government of Canada and territorial governments in the development of a northern vision;  
**Status:** *The drafting for the Northern Strategy is near completion, the next steps are to agree on final text and agree to the releasing of details with Canada, NWT and Yukon.*
- 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;  
**Status:** *Cabinet met with the Board of Directors in June 2005. Priorities for this year are being identified.*
- Facilitate and coordinate in the finalizing of an economic development agreement between the Government of Canada and Nunavut;  
**Status:** *Working with Economic Development and Transportation and Northern Territories to achieve agreement with Indian and Northern Affairs Canada.*
- Consult and assist the Government of Canada in its development of an Inuit Relations Secretariat;  
**Status:** *Canada has established the Secretariat.*
- Finalize an intergovernmental strategy for the Government of Nunavut;  
**Status:** *Ongoing.*
- Promote individualized and group learning programs for Assistant Deputy Ministers and other senior managers;  
**Status:** *Ongoing - revitalized ADM Committee and various working groups of ADM’s (e.g., training and development, decentralization). Organized an ADM study tour.*

- 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;

**Status:** *Ongoing - built partnerships with other training providers active in Nunavut (e.g., Canada School of Public Service, Municipal Training Organization) to promote existing courses available for GN senior managers.*

- 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;

**Status:** *Ongoing.*

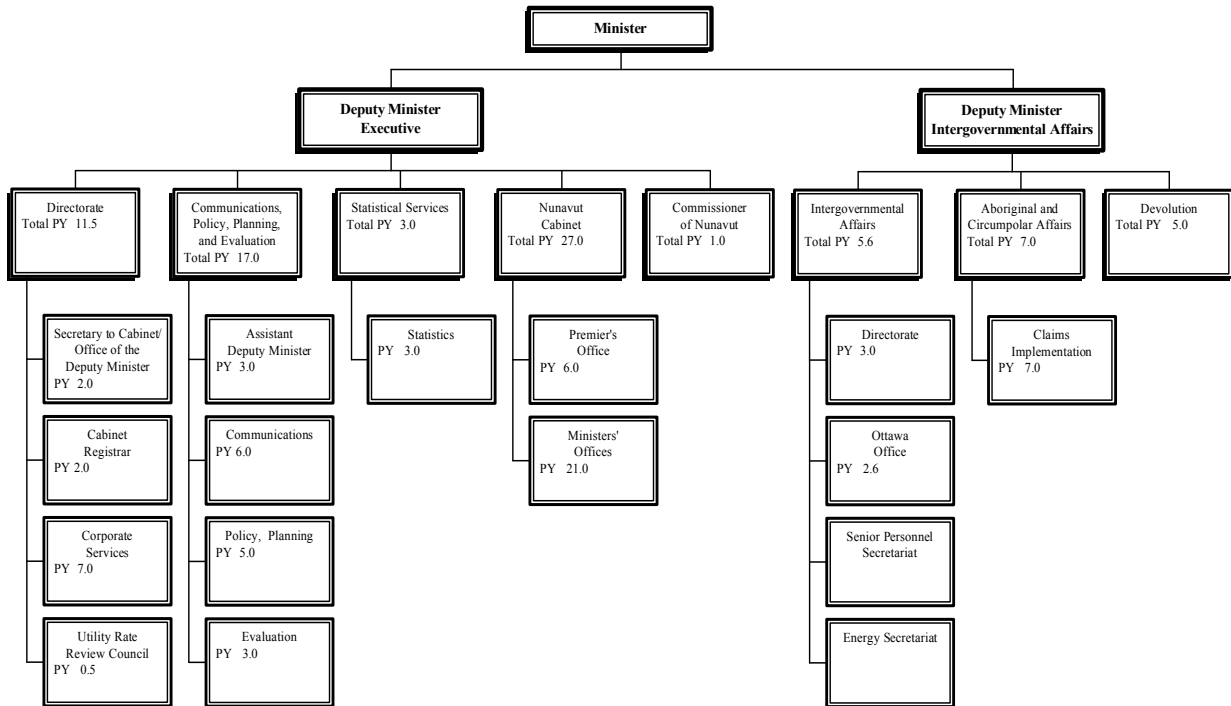
### **Priorities (2006-07)**

- Support the Premier in advancing the interests and priorities of Nunavut at First Ministers' Meetings, Western Premiers' Meetings and at the Northern Premiers' Meetings, the Council of the Federation and meetings of Federal/ Provincial/ Territorial Aboriginal Ministers' meetings;
- Work with Canada, the NWT and the Yukon to implement the Northern Strategy;
- Achieve substantial progress toward an agreement-in-principle on Devolution, since the target completion date for the Agreement-in-Principle is December 31, 2007;
- Complete the negotiations process of the Implementation Contract for the NLCA;
- Work with Nunavut Tunngavik Incorporated on advancing the priorities set out in the *Iqqanaijaqatigiit* Protocol;
- Develop and implement Inuktitut language training programs for GN senior executives;
- Continue to work with the Assistant Deputy Minister committee to ensure that appropriate training is available;
- With the Department of Human Resources, develop a leadership strategy that addresses succession planning at the ADM and DM levels, that promotes Inuit employment, and that includes a Director level development program;
- With the Department of Environment, coordinate Canada's International Polar Year initiatives through the national steering committee and contribute to the GN interdepartmental working group;

- Energy Secretariat to coordinate the development of a comprehensive energy policy and strategy with affected departments and agencies and support the Energy Minister.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	72.6
Vote 4/5 PYs	4.5
Revolving Fund PYs	-
<b>TOTAL PYs</b>	<b>77.1</b>

## **Departmental Roles**

### **Executive**

This division provides overall management and direction. The Deputy chairs the bi-weekly Deputy Ministers' 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 distributed to the Cabinet and within the Government of Nunavut. The Executive division also supports the work of the Utilities Rates Review Council.

### **Corporate Services**

The Corporate 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, the Premier and Ministers, as well as the Utility Rates Review Council. It also provides GN-wide support for access to information responsibilities and requests, ensuring compliance with the *ATIPP Act* and in providing training and coordination on all ATIPP issues.

### **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, as well as to make available information to the public. The Statistics division 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. By offering advice, direction and assistance in planning and co-ordination of public information, the division aids departments in keeping Nunavummiut informed. It works to generate regular, clear and comprehensive communications materials 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 and 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.

### **Evaluation Section**

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 branch 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 Premiers 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 direction of the Director of Devolution, the Government of Nunavut's interests, positions and negotiations with Canada and Nunavut Tunngavik Incorporated for the transfer of province-like powers from Canada are managed through this division.

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 branch includes the Energy Secretariat and is responsible for and leads in the development of a comprehensive energy strategy to deal with the territory's dependency on imported oil for heat, power and transportation. The Energy Secretariat will monitor energy related issues and develop options and recommendations on territorial energy policy and coordinate GN action on Cabinet-level energy decisions.

This branch 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	2006 - 2007		2005 - 2006	
	Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	1,326	11.5	1,198	10.5
Grants & Contributions	0		0	
Other O&M	399		462	
<b>Subtotal</b>	<b>1,725</b>		<b>1,660</b>	
<b>POLICY, PLANNING AND EVALUATION</b>				
Salary	1,836	17.0	1,741	17.0
Grants & Contributions	0		0	
Other O&M	475		517	
<b>Subtotal</b>	<b>2,311</b>		<b>2,258</b>	
<b>STATISTICAL SERVICES</b>				
Salary	352	3.0	342	3.0
Grants & Contributions	0		0	
Other O&M	101		111	
<b>Subtotal</b>	<b>453</b>		<b>453</b>	
<b>NUNAVUT CABINET</b>				
Salary	2,857	27.0	2,790	27.0
Grants & Contributions	0		0	
Other O&M	1,125		1,125	
<b>Subtotal</b>	<b>3,982</b>		<b>3,915</b>	
<b>COMMISSIONER OF NUNAVUT</b>				
Salary	127	1.0	96	1.0
Grants & Contributions	0		0	
Other O&M	100		100	
<b>Subtotal</b>	<b>227</b>		<b>196</b>	
<b>INTERGOVERNMENTAL AFFAIRS</b>				
Salary	773	5.6	727	5.6
Grants & Contributions	0		0	
Other O&M	246		231	
<b>Subtotal</b>	<b>1,019</b>		<b>958</b>	

Branch	2006 - 2007		2005 - 2006	
	Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs
<b>ABORIGINAL &amp; CIRCUMPOLAR AFFAIRS</b>				
Salary	320	7.0	416	6.0
Grants & Contributions	90		90	
Other O&M	112		123	
<b>Subtotal</b>	<b>522</b>		<b>629</b>	
<b>DEVOLUTION</b>				
Salary	604	5.0	0	0.0
Grants & Contributions	0		0	
Other O&M	463		0	
<b>Subtotal</b>	<b>1,067</b>		<b>0</b>	
<b>TOTAL</b>	<b>11,306</b>	77.1	<b>10,069</b>	70.1

## **APPENDIX II - Decentralization Report**

The Division of Policy, Planning and Evaluation (PP&E) in Executive and Intergovernmental Affairs provides ongoing support and monitoring 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,
- Identify and address the specific training needs of decentralized employees, and
- Identify and address inconsistencies in operational requirements and develop a strategic plan for improvement.

PP&E have adopted a new mandate and is planning a second Annual Decentralization Planning and Reporting meeting for 2006 to provide an update on the status of decentralization in Nunavut.

### **Accomplishments**

- Have coordinated 429 Government of Nunavut positions to the 10 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 Community and Government Services to ensure adequate office space.
- Coordinated efforts with Department of Human Resources on providing different options on training and recruitment.
- No major disruption of government programs and services during the relocation of existing positions.

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**Department of  
Finance**

**Business  
Plan**

*2006-2007*

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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 accountability framework for government and public agencies, including the payroll and financial systems; and developing policy direction in financial management, and the fiscal aspects of human resource management.

In 2006-07, 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. The department has been working with the Department of Culture, Language, Elders and Youth (CLEY) to achieve consistency with terminology issues for the public documents that are produced annually. The Department of Finance faces many fiscal pressures with the ever increasing demand for delivery of services, programs and infrastructure. There is a high demand for the provision of language services as there are very few skilled language professionals who can perform these functions. This is an area that the department will continually work on to improve.

Annually, the department produces the Budget Address, Main Estimates, Capital Estimates, Supplementary Estimates and Business Plans in English and Inuktitut.

Most recently, Department of Finance staff participated in a job titles terminology workshop along with staff from CLEY, Executive and Intergovernmental Affairs (EIA) and Economic Development and Transportation (ED&T) as well as some members from the Inuit Qaujimagatuqangit Katimajiit (Elders Council).

## **STRATEGIC COMMITMENT 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 coordinates. The GN has committed to a number of strategic investments in much needed capital infrastructure. Of special significance are the three regional health centres. The facilities in Rankin Inlet and Cambridge Bay are completed and operational and the centre in Iqaluit is currently under construction. Finance has played a lead role in the planning process and the lease versus financing decisions 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 of Canada and GN Standing Committees. Finance recognizes the need to strengthen financial management in all government departments and public agencies.

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 and 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, and 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 ongoing relationship with the federal government to ensure that the special needs and circumstances of

Nunavut are recognized as the parameters for funding levels are developed 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 appropriate 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. As of December, five interns have successfully completed the financial training program and are ready to perform progressively more senior level financial roles over the course of their 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 the financial and accounting capacity of the GN, specifically with the internship program employees. As of October, three departmental employees have received their accounting certificates.

In addition, the department maintains 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, and the completion of long-term courses and programs leading to accounting or other financial management designations.

## **INUIT EMPLOYMENT PLAN**

### **Departmental Inuit Employment Goal**

A major goal of the department is to maximize Inuit employment and achieve a staff complement representative of Nunavut's population. To meet these objectives the department has established the following short and long-term Inuit Employment targets:

- 2004-05 – 38%
- 2005-06 – 41%
- 2006-07 – 46%
- 2007-08 – 46%
- 2008-09 – 49%
- 2009-10 – 50%
- The long-term goal (2020) is 85%

In the short-term, the department will strive to achieve a 50% rate of overall Inuit employment. The initial phase of the Financial Internship Program has been completed and five of the interns are now in indeterminate professional and middle management positions. Three additional beneficiaries will be offered indeterminate positions in early 2006-07. Over the next year, six beneficiary staff will be recruited for administrative, paraprofessional and middle management positions.

It will take some time for a pool of beneficiaries to develop the skills and formal education required for many of the department's positions. As more Inuit enter and complete post-secondary education programs in the areas of finance, economics and business administration, the recruitment of individuals for senior and specialized positions will improve.

Finance is in the process of designing a comprehensive financial training plan which will assist in the development of trained staff in the GN.

## Departmental Inuit Employment Targets

Inuit Employment Representation <sup>1</sup>	As of March 31, 2005		Target for 2006-07	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>165</b>	<b>100</b>	<b>178</b>	<b>100</b>
Total Filled Positions	127	78	126	71
Total Vacancies	38	22	52	29
Total Beneficiaries	49	38	50	40
<b>Total Executive Positions</b>	<b>3</b>	<b>100</b>	<b>4</b>	<b>100</b>
Total Filled Executive Positions	2	67	4	100
Total Vacant Executive Positions	1	33	0	0
Total Beneficiaries in Executive Positions	1	50	2	50
<b>Total Senior Management Positions</b>	<b>12</b>	<b>100</b>	<b>13</b>	<b>100</b>
Total Filled Senior Management Positions	12	100	11	85
Total Vacant Senior Management Positions	0	0	2	15
Total Beneficiaries in Sr. Management Positions	0	0	0	0
<b>Total Middle Management Positions</b>	<b>35</b>	<b>100</b>	<b>36</b>	<b>100</b>
Total Filled Middle Management Positions	24	69	23	64
Total Vacant Middle Management Positions	11	31	13	36
Total Beneficiaries in Middle Management Positions.	1	4	2	9
<b>Total Professional Positions</b>	<b>28</b>	<b>100</b>	<b>33</b>	<b>100</b>
Total Filled Professional Positions	20	71	23	70
Total Vacant Professional Positions	8	29	10	30
Total Beneficiaries in Professional Positions	5	25	6	26
<b>Total Paraprofessional Positions</b>	<b>71</b>	<b>100</b>	<b>74</b>	<b>100</b>
Total Filled Paraprofessional Positions	58	82	55	74
Total Vacant Paraprofessional Positions	13	18	19	26
Total Beneficiaries in Paraprofessional Positions	33	57	32	58
<b>Total Administrative Support Positions</b>	<b>16</b>	<b>100</b>	<b>18</b>	<b>100</b>
Total Filled Administrative Support Positions	11	69	10	56
Total Vacant Administrative Support Positions	5	31	8	44
Total Beneficiaries in Administrative Support Positions	9	82	8	80

<sup>1</sup> Numbers do not include the eight intern positions within the department.

## **Departmental Inuit Employment Initiatives**

The Department of Finance has developed a set of financial management modules. When completed, the program will consist of six modules. Currently there are five being offered to GN employees.

There is an Accounting Certificate Program being offered in conjunction with Algonquin College and we have had three Inuit staff successfully complete this program.

Two of our beneficiary staff recently completed the Nunavut Advanced Management Diploma Program, which was developed and offered by Sobey's School of Business at St. Mary's University. The courses were delivered in Iqaluit through the sponsorship of Kakivak Association. One other beneficiary will finish the program next year.

The Department of Finance's Internal Audit Services Division recently completed a one week training course offered to twelve GN staff.

The Department of Finance has a Financial Internship Program that can accommodate up to twelve interns. Five interns have successfully completed the program and will advance to more senior financial positions within the department.

The Financial Internship Program is a two-year program for beneficiary employees to get the training and experience to qualify for higher level positions within financial areas. Mentoring is a significant component of the program, providing additional training support to candidates while they receive specific on-the-job experience.

## **ENVIRONMENTAL SCAN**

During the 2006-07 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.

On April 15, 2005 the Department of Finance sponsored its second conference on Strengthening Financial Management. The target audience included senior and middle level financial managers from all GN departments and public agencies. The Auditor General of Canada, a keynote speaker, stressed the importance of developing and maintaining strong financial control practices. In the 2006-07 fiscal year, Finance will continue to build on this initiative and will focus on strengthening financial management practices across government.

In light of ongoing expenditure pressures, the process of 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.

To ensure that sound financial decisions are made over time, the GN will be adopting a longer financial planning horizon. In 2007-08, the business planning process will focus on a three-year period, replacing the one-year plans of previous fiscal years. As well, the GN will start to develop the basis for establishing performance measurement standards so that program operations can be assessed in terms of their efficiency, effectiveness and economy.

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 has made several presentations to the federally appointed Panel of Experts on Equalization and Territorial Formula Financing and the Council of Federation Panel on Fiscal Imbalance. Recommendations from both panels are expected in 2006.

Finance also will work in concert with other departments to pursue devolution agreements with the federal government with regard to land and sub-surface rights. The federal government still has control of the revenue generated from developed lands in Nunavut. This is not the case in the provincial jurisdictions and the Yukon Territory. Devolution would provide Nunavut with control and the opportunity to collect royalties from its natural resources.

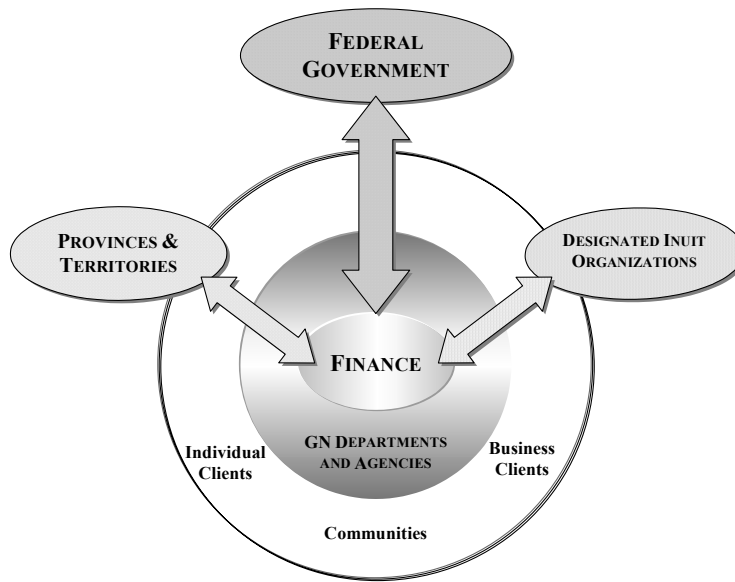
Other transfer arrangements and federal funding strategies are important to the long-term financial health of Nunavut as well. Finance will continue to assess the implications of all such arrangements including the declining Canada Mortgage and Housing Corporation contributions for the maintenance of 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 rather than 'per capita' distribution formulae.

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 personnel 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 necessitates 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 both for generating sufficient revenues to satisfy the needs of the GN through fiscal transfers and for the 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.
- The department's participation in the process of devolution of federal authority over lands and resources in Nunavut is crucial. Along with Finance, EIA 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 12).
- 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 a Financial Internship Program designed to develop the financial management skills of Inuit. Finance will continue to encourage Inuit staff to become more involved in the process.
- Finance will continue to strengthen financial management across all departments and public agencies.

*Figure 2*  
**MANAGEMENT OF GOVERNMENT FINANCES**

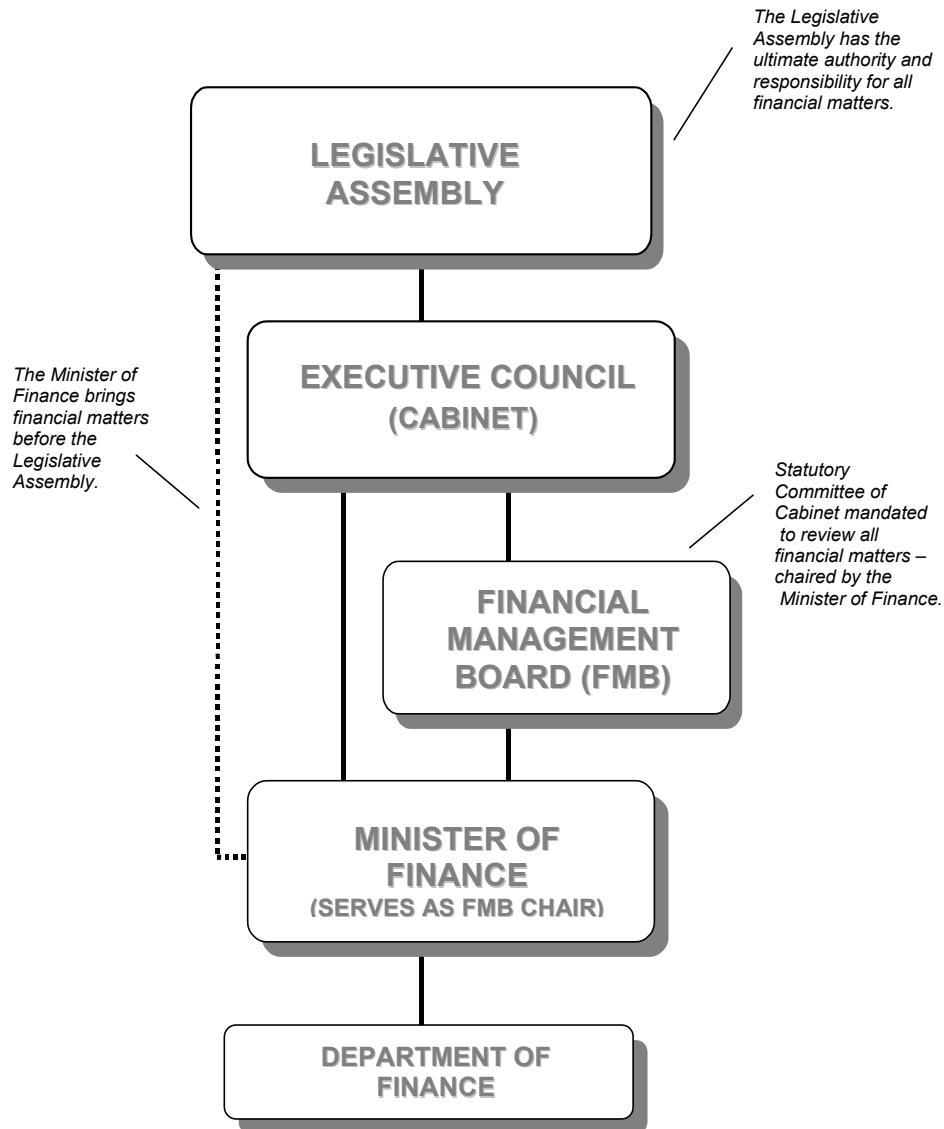
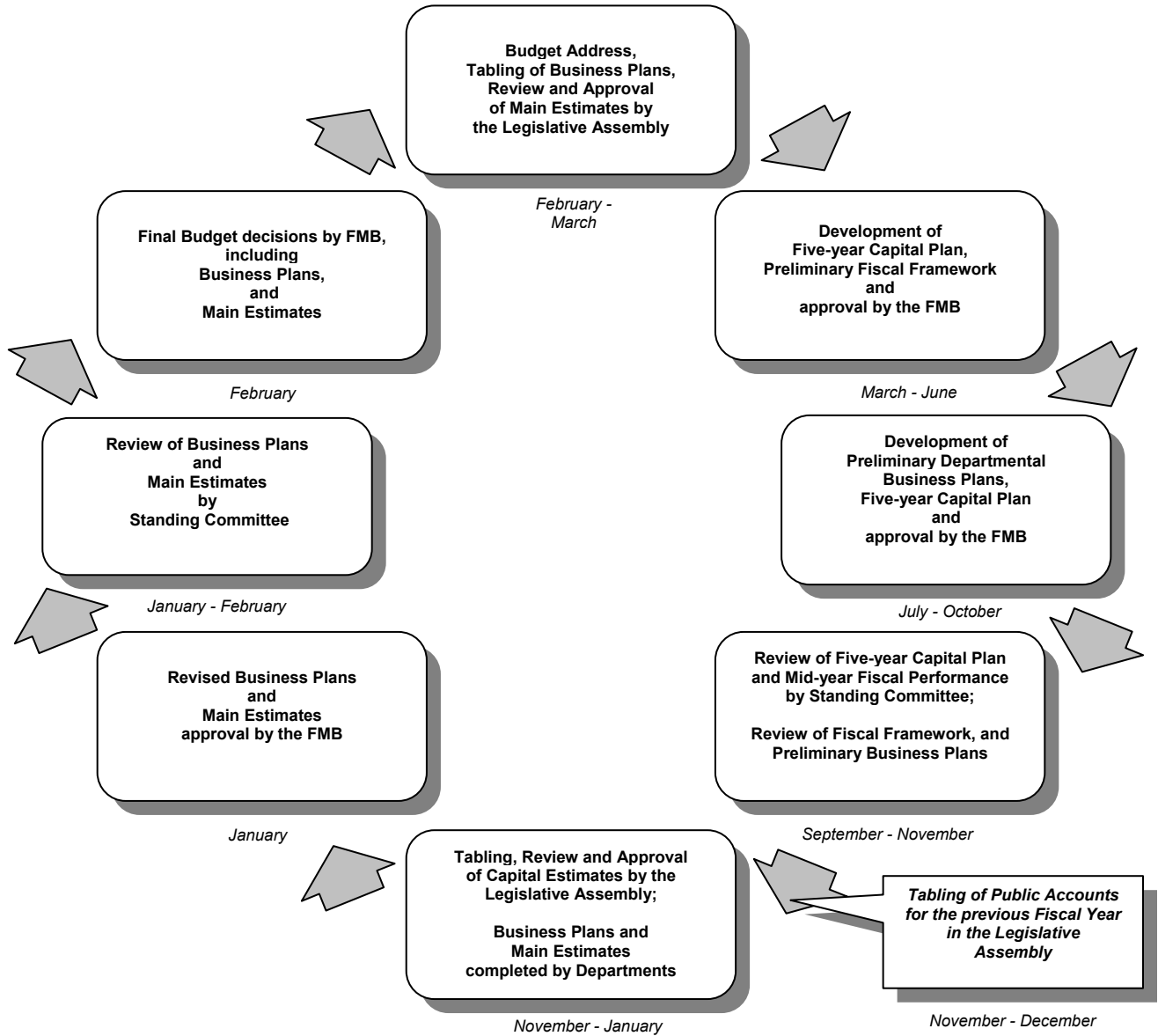


Figure 3

BUDGET DEVELOPMENT CYCLE



## CORE BUSINESS

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

	Budget (\$000)	
	2006-07	2005-06
Advisory and Administrative	1,798	1,311
Policy and Planning	3,914	3,303
Financial Management	3,108	2,836
Internal Audit Services	1,192	1,194
Comptrollership	11,239	11,303
Centrally Administered Funds	28,935	28,391
<b>TOTAL</b>	<b>50,186</b>	<b>48,338</b>

### Advisory and Administrative

The *ADVISORY AND ADMINISTRATIVE* line of business includes the Directorate program. The Directorate provides overall direction in the delivery of Finance's programs.

#### Objectives

- 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.

Programs	Budget (\$000)	2006-07	2005-06
<b>Directorate</b>		1,798	1,311
<p>The <i>Directorate</i> coordinates the senior management of the department and ensures that the department fulfills its mandate. The Directorate provides leadership, monitors goals, objectives, and ensures that priorities and directives are followed. The Deputy Minister also serves as the Secretary of the FMB and as Comptroller General of the Government of Nunavut. The Directorate also includes the Assistant Deputy Minister (ADM) of Policy and Planning, ADM of Financial Management and Assistant Comptroller General, as well as executive support staff.</p>			
<b>Total, Advisory and Administrative</b>		<b>1,798</b>	<b>1,311</b>

#### Priorities (2006-07)

- Improve financial management capacity and operations;
- Develop performance measurement standards.

## Policy and Planning

The *POLICY AND PLANNING* line of business includes Corporate Services, Fiscal Policy, and Financial Policy programs. Policy and Planning provides administrative and human resource management, provides support to the Office of the Minister, develops the GN's multi-year fiscal framework, and supports the Crown Agency Council (CAC) in its role of providing advice to Cabinet and the FMB on the governance of public agencies.

### Objectives

- Monitor and manage the Formula Financing Agreement and other fiscal transfer arrangements.
- Provide independent and objective advice on the fiscal implications of existing policies and proposed initiatives.
- Facilitate the evolution of GN revenue strategy.
- Provide macroeconomic analysis and planning capacity.
- Establish a treasury function that manages and administers the cash resources, borrowing programs, and all investment and debt management activities of the government.
- Support financial capacity development throughout the GN, through efforts such as the staffing of eight financial internship positions.
- Provide day-to-day leadership and direction for all areas of departmental operations.
- Recommend improvements in the legislation and policies relevant to the financial administration of the departments and public agencies.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Corporate Services</b>		2,338	2,340

*Corporate Services* provides financial and administrative services to the Department of Finance. This program includes human resource support, planning, and evaluation; budget development, analysis, and control; coordination and implementation of the Financial Internship Program; departmental financial accounting and payment services; and leads the IQ initiatives within the department. As well, it provides policy support and advice to the Minister.

<b>Fiscal Policy</b>	1,014	963
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*Fiscal Policy* administers and manages the territory's Formula Financing Agreement with the federal government. The program develops the GN'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. The new treasury function will enable the GN to improve its cash management and ability to

project cash flows; generate revenue from investment of surplus cash; and minimize borrowing levels and interest expenses through better debt management.

**Financial Policy** 562 0

*Financial Policy* provides financial and policy advice to GN departments and public agencies. This program develops guidelines for crown agencies concerning corporate governance, performance reporting and risk management.

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**Total, Policy and Planning** 3,914 3,303

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

- Monitor the progress of work being carried out by both the Federal Expert Panel on Equalization and Territorial Formula Financing and the Council of the Federation Advisory Panel on Fiscal Imbalance;

**Status:** *Finance has made several submissions to both panels and discussions are ongoing. The panels are expected to report its findings to the federal government in early 2006.*

- Participate with EIA and EDT in devolution negotiations, particularly as those discussions pertain to the revenue sharing aspects of devolution;

**Status:** *Finance is currently working as a part of the Devolution Working Group to determine the best fiscal arrangement for the territory. Negotiations with the federal government are expected to commence in early 2006.*

- Participate with EIA and other key departments in advancing the Northern Strategy initiative with Canada and the other two territories;

**Status:** *The Northern Strategy was included in Bill C-43, known as the Budget Implementation Act, and received Royal Assent in June 2005. Nunavut will receive annual instalments of \$13.3 million in 2005-06, 2006-07, and 2007-08.*

- Complete the offering, here in Nunavut, of the remaining three courses from the Accounting Certificate Program through Algonquin College and have the first graduate class;

**Status:** *All twelve courses have been successfully offered. As of October 28, 2005 the Government of Nunavut had three Department of Finance employees complete the courses required to get their accounting certificates from Algonquin College. There are three additional GN employees who have one course remaining in order to get their accounting certification.*

- 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;

**Status:** *Plans have been tentatively made and initiatives have been started. Job Titles have been translated into Inuktitut and we have a person who is working*



*with the Tuttarviit Committee to establish IQ standards in the work place. We have also obtained some flash cards with Inuktitut phrases on them to support the use of Inuktitut in the work place.*

- Promote some of the interns from their training positions into permanent positions based on the completion of all their required academic qualifications and practical experience;

**Status:** *As of November 2005, five of the Department of Finance employees who were in the Financial Internship Program have completed their training and have been promoted into permanent positions within the Department.*

- 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;

**Status:** *The final module is expected to be completed by the end of this fiscal year.*

- Seek creative ways to stimulate the Inuit Employment Plan initiative, as a means of promoting employment opportunities in the department;

**Status:** *We have established an Accounting Certificate Program that is being delivered in Nunavut which will provide the fundamental academic background needed to perform many jobs within Finance. The delivery of this program in Nunavut is a great opportunity for many Nunavummiut to improve their skills through classroom sessions, correspondence programs and on-line training.*

- Continue the annual practice of conducting at least one culturally interactive workshop on the land;

**Status:** *We plan to arrange a cultural workshop out on the land.*

### **Priorities (2006-07)**

- Evaluate the recommendations of the expert panel and provide an analysis of the ensuing dynamics of a new Territorial Formula Funding Agreement established by the federal government for the 2006-07 fiscal year and beyond;
- Monitor the work of the Council of the Federation Advisory Panel on Fiscal Imbalance;
- Hire new interns into paraprofessional or professional training positions;
- Implement a formal evaluation process based on operational objectives for each position;
- Work with our IQ Coordinator to continue the role of implementing the usage of Inuktitut phrases in the work place;
- Continue discussions with Algonquin College about establishing an agreement to run an accounting diploma here in Nunavut;

- Work with the Certified General Accountants' Association of Canada to have them support advanced accounting training in Nunavut;
- Continue working with the Aboriginal Finance Officers Association (AFOA) to establish a Chapter in Nunavut;
- Create a comprehensive training and development strategy for accounting training in Nunavut;
- Conduct at least one culturally interactive workshop on the land.
- Continue to work with GN departments and others to review acts and policies, as a means of identifying ways to improve the management of both departments and public agencies.

## **Financial Management**

The *FINANCIAL MANAGEMENT* line of business covers the Expenditure Management, the Taxation and Risk Management, and the Liquor Management programs. Financial Management provides analysis, assesses requests and provides recommendations to the FMB on financial conditions affecting the government's fiscal priorities and policies, manages the annual budget development process, manages the territorial tax system, provides tax policy advice, manages the risk management function, and provides administrative support to the Liquor Licensing Board.

### **Objectives**

- Manage revenue and tax regimes and advise on Canadian and Nunavut tax policies.
- Ensure sound financial decision making.
- Coordinate the GN's annual budget development process.
- Ensure public reporting of the government's fiscal year plans and financial position.
- Provide and promote the GN's risk management function.
- 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.
- 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.
- Advise the Minister on all matters of policy, education, legislation and administration related to licensing and enforcement as prescribed in the *Act*.
- Develop strategies and approaches to build and maintain the capacity within the organization necessary to meet the needs of clients most effectively.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Expenditure Management</b>		1,286	1,157
<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 Appropriations). In addition, financial management advice, as well as policy and administration support, is provided to the FMB and to GN departments and agencies.			
<b>Taxation and Risk Management</b>		1,279	1,161
<i>Taxation and Risk Management</i> develops and implements tax policies (personal and corporate income taxes, payroll, property, petroleum and tobacco) for Nunavut. The program co-manages the Nunavut Child Tax Benefit Program. As well, it implements risk and cash management initiatives.			
<b>Liquor Licensing and Enforcement</b>		543	518
<i>Liquor Licensing and Enforcement</i> is responsible for the issuance of all types of liquor permits and for the enforcement of liquor-related regulations and restrictions. It is also responsible for the support and administration of the Liquor Licensing Board.			
<b>Nunavut Liquor Commission</b>		0	0
The <i>Nunavut Liquor Commission</i> is responsible for the purchase, warehousing and distribution of all alcohol products in Nunavut.			
<b>Total, Financial Management</b>		<b>3,108</b>	<b>2,836</b>

**Priorities (2005-06)**

- Implement revisions to the Financial Administration Manual on budget controls;  
**Status:** *Revised budget controls will be implemented by March 31, 2006.*
- Review the feasibility of decentralization of budget voucher data entry to departments;  
**Status:** *This project has been put on hold, due to other higher priorities. The review will be re-visited in the near future.*
- Based on direction from the FMB, work with other departments on the implementation of revisions to the capital planning process;  
**Status:** *A new approach to capital planning will be considered this fiscal year, for implementation in the development of the 2007-08 capital plan.*
- Based on an approved work plan, continue the research required for the implementation of accrual-based budgeting;

**Status:** *The implementation of an accrual-based budget system remains a priority and the research required will continue until all viable options have been reviewed.*

- Develop an information and training package to enable the delivery of workshops to departments on FMB processes;

**Status:** *A workshop was delivered in Pond Inlet in October, 2005 and future workshops are planned.*

- Continue the process of establishing common financial terms and translate the financial terms into Inuktitut;

**Status:** *The Department of Finance completed a job titles terminology workshop in June 2005 with the assistance of CLEY, EIA, EDT and members of the Inuit Qaujimajatuqangit Committee. The Department of Finance continues to work with CLEY and other government departments in keeping with the Pinasuaqtavut principal of Ilippallianguinnarniq.*

- Continue to improve the tax enforcement and compliance activities;

**Status:** *Increased account monitoring and enforcement has produced promising results. Efforts will continue in 2006-07.*

- Finalize the establishment of a loss prevention plan and coordinate this loss prevention plan with the Interdepartmental Committee on Capital Planning (ICCP) and FMB;

**Status:** *We are currently working with ICCP to incorporate risk management into capital selection and screening criteria.*

- Complete the promotion of a risk financing plan;

**Status:** *An analysis of a self-insurance option for property losses is being carried out.*

#### **Priorities (2006-07)**

- Review the existing Business Planning process, with a view to changing the process from a single-year to a multi-year approach;
- Review and strengthen the existing variance reporting process by incorporating person-year usage information;
- Continue to research the work required to implement an accrual-based budgeting system and develop an implementation work plan;
- Develop the 2007-08 capital plan, using the new approach to capital planning;
- Continue to deliver workshops to GN departments on budget development and FMB processes;
- Continue to develop and implement the risk management plan for the Department of Finance;

- Develop a final recommendation for a government-wide risk financing plan;
- Continue to improve taxation enforcement and compliance activities;
- Develop recommendations to implement a progressive taxation regime that will promote economic development and the well-being of Nunavummiut;
- Continue to work with interdepartmental committees to promote good loss prevention and risk management practices;
- Continue staff professional development;
- Upgrade and modernize existing facilities to accommodate the growing demands of the liquor market;
- Rewrite the *Liquor Act* and Regulations;
- Educate the Alcohol Education Committees as to their roles and responsibilities;
- Educate the Liquor Licensing Board in regards to the *Liquor Act*, their roles and responsibilities and their financial responsibilities.

## 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 Office of the Auditor General (OAG).

<b>Program</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Internal Audit Services</b>		1,192	1,194
<i>Internal Audit Services (IAS)</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. Its activity helps the GN accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of accountability, risk management, control and governance processes.			
<b>Total, Internal Audit Services</b>		<b>1,192</b>	<b>1,194</b>

**Priorities (2005-06)**

- Conduct compliance audits;  
**Status:** *Of the twenty-five audits completed during the 2005-06 fiscal year, two-thirds were compliance audits.*
- Respond to audit related enquiries from GN departments;  
**Status:** *IAS has responded to six significant audit-related queries from various departments during the 2005-06 fiscal year.*
- Conduct forensic investigation, and conflict of interest audits;  
**Status:** *IAS currently has six forensic investigations in progress, one-half being from the regions.*
- Facilitate the operation of an Internal Audit Committee;  
**Status:** *Meetings are regularly held with the Audit Committee.*
- Ongoing implementation of a communication strategy directed at clients;  
**Status:** *IAS encourages communication, and has continuous communication with clients during the progress of audits, and in responding to client initiated enquires.*

**Priorities (2006-07)**

- Train and develop staff;
- Raise the profile of IAS in the regions and provide greater support to regional management, by conducting more regional audits;
- Conduct compliance audits;
- Respond to client-initiated, audit-related enquiries from GN departments;
- Conduct forensic investigation, and conflict of interest audits;
- Assist Qulliq Energy Corporation in their in-house audit program;
- Monitor GN action plan response to OAG recommendations;
- Facilitate the operation of the Internal Audit Committee;
- Ongoing implementation of a communication strategy directed at clients, in encouraging task lists (written operational and administrative procedures), risk assessment and risk management methodology, and similar control features.

## Comptrollership

The *COMPTROLLERSHIP* line of business includes Government Accounting, Financial Operations, Compensation and Benefits, and Regional Financial Services programs. Comptrollership provides an accountability framework and systems that support GN mandates. As well, it establishes and manages the form and content of the financial records and Public Accounts.

### Objectives

- Develop, operate, maintain and monitor the government-wide accountability framework, systems and related processes and provide accounting support services to GN departments and agencies.
- Prepare annual Public Accounts.
- Provide compensation and benefits services, address pension administration issues and support collective bargaining processes.

Programs	Budget (\$000)	2006-07	2005-06
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### Financial Operations

3,143

3,686

*Financial Operations* provides accounting support services to GN departments and agencies. It has the responsibility for the maintenance of internal accounting controls and for ensuring the accuracy, compliance and confidentiality of accounting records. This program manages the accounts payable and accounts receivable functions for the GN, and is responsible for disbursements under the Consolidated Revenue Fund. It maintains the GN's Chart of Accounts, has the responsibility for the Financial Management System Table Management for security access purposes and also provides financial process user training.

The Application Support Group within Financial Operations undertakes Information Technology systems planning on behalf of the Department of Finance, develops and/or procures systems software, performs testing, implementation and training and ensures appropriate interfaces are developed to create integrated solutions where appropriate. It also manages and provides operational support for the department's intranet and the following GN financial systems: FreeBalance, Personality 2000 (P2K), Visa Access Direct, Purchasing Card System, Crystal Reporting, User Defined Report (UDR) systems and other financial software as required.

### Government Accounting

1,593

1,325

*Government Accounting* maintains the government-wide accountability framework, provides financial reporting support and guidance on internal controls to GN departments and agencies. This program manages the journal voucher processing function and payroll accounting for the GN. It also ensures accuracy and appropriateness of financial information. It is responsible for the preparation and publication of the annual Public Accounts for Nunavut and various other financial information reports as required, and for responses and compliance to Canadian Institute

of Chartered Accountants (CICA) and Public Sector Accounting Board (PSAB). It is also responsible for capital asset management, the safeguarding of GN assets and the development of accounting policy and procedures.

**Compensation and Benefits** 1,808 1,986

*Compensation and Benefits* provides comprehensive payroll and benefit plan services to government employees and functional support to payroll and benefit operations carried out by the three Regional Financial Services offices. In conjunction with Application Support, it has the responsibility for managing the payroll system used by the government. The program also addresses compensation and pension administration issues and supports the collective bargaining process through compensation research and labour negotiations.

**Regional Financial Services** 4,695 4,306

*Regional Financial Services* manages accounts payable, accounts receivable, account reconciliation, and the payroll and benefit services to the Government of Nunavut's decentralized offices located in the three regions outside of headquarters. It also supports the financial management system, and performs compliance reviews, special audit reviews and regional user training.

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**Total, Comptrollership** 11,239 11,303

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**Priorities (2005-06)**

- Strengthen financial management by delivering training and information workshops to departments on ways to improve financial controls;

**Status:** *There were two training and information workshops completed, one for signing authorities and a second for accountable advances and travel claims.*

- Improve the timeliness of the Public Accounts;

**Status:** *The 2003-04 Public Accounts have been signed off by the OAG and were delivered to the Legislative Assembly in December 2005. The Interim Financial Report for 2005 will be provided to the Legislative Assembly in January 2006.*

- Develop a more comprehensive format for the Interim Financial Report; collaborate with departments more frequently; fully implement Caseware to aid in the production of the Public Accounts; present comprehensive year-end workshops for all GN departments;

**Status:** *Government Accounting will expand the Interim Financial Report to include more details; planning is underway for the other initiatives noted.*

- Provide training and support to the Igloolik regional office;

**Status:** *In addition to ongoing support, training was provided on how to follow up on outstanding travel claims.*



- Develop a closer relationship with the crown corporations to improve financial reporting;

**Status:** *A checklist has been established and has been sent to all the crown corporations in order to improve the understanding of what is needed and when it is needed by Government Accounting.*

- Consider a plan for a new accounts receivable and collections system;

**Status:** *The Accounts Receivable module of the Blue Link Financial System has been tested, selected and customized to meet the government's needs. It is planned to be implemented early in the new fiscal year.*

- Initiate the development of an accounting procedures manual;

**Status:** *Planning for this multi-year project(including payroll procedures) is currently being done.*

#### **Priorities (2006-07)**

- Introduce a plan for quarterly financial reporting to commence some time in 2006-07 in order to reduce the workload and issues at year-end for future fiscal years;
- Set up a comprehensive plan for the implementation of the FMB approved recommendations from GN Financial Structures Review;
- Strengthen financial management by delivering training and information workshops to departments on ways to improve financial controls, understanding of central financial systems, reconciliation of accounts and reporting of information;
- Continue with development of an accounting procedures manual.

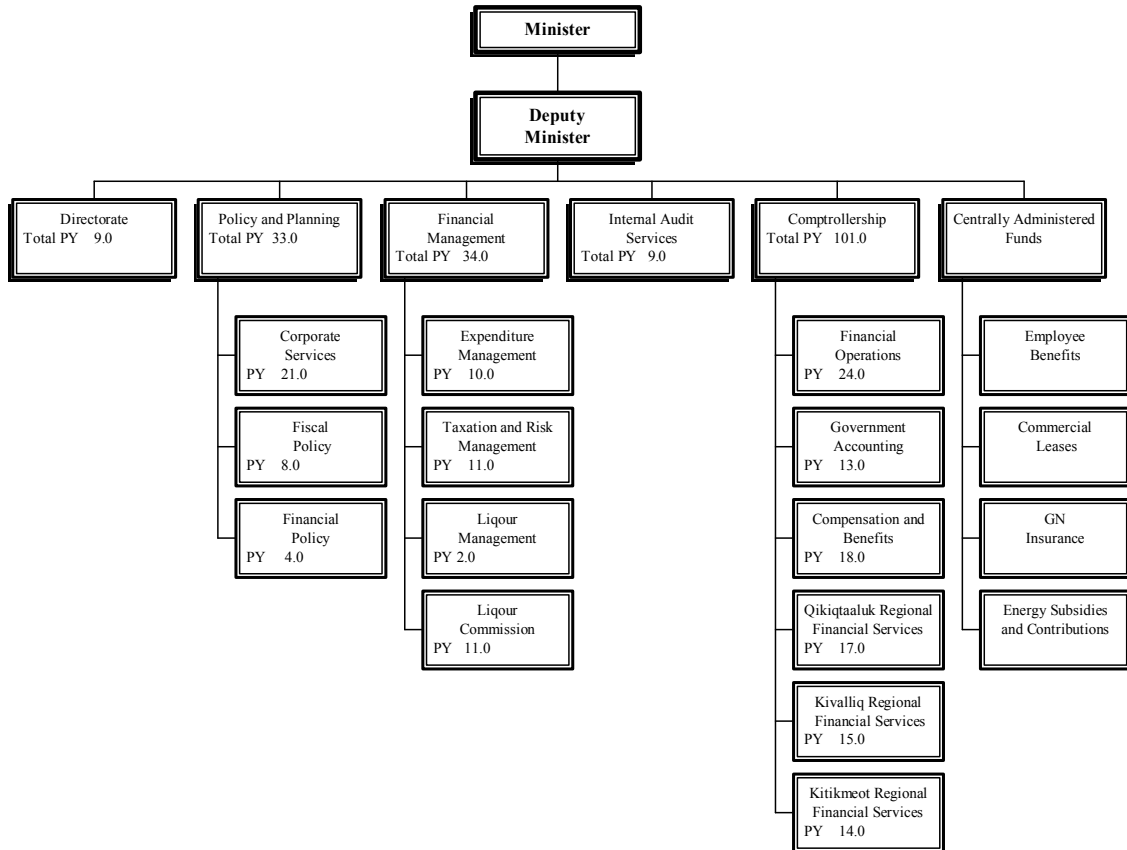
## Centrally Administered Funds

The *CENTRALLY ADMINISTERED FUNDS* line of business includes Employee Benefits, Commercial Lease, Insurance and Energy Subsidies and Contribution programs. Centrally Administered Funds ensures that a number of GN activities, assets and commitments are honoured and protected. It also provides some benefits to GN employees under the agreement between the public service and the government and energy subsidies to all Nunavummiut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Employee Benefits</b>		9,731	10,571
<i>Employee Benefits</i> provides funding for dental and Workers' Compensation Board (WCB) premiums, medical travel, leave and termination and other benefits for Government of Nunavut employees.			
<b>Commercial Lease</b>		10,451	10,451
<i>Commercial Lease</i> provides the payments for the Government of Nunavut's leased office buildings, acquired as part of the Nunavut Incremental Infrastructure program and the mortgage interest payments for the Sivummut Building.			
<b>Insurance</b>		2,970	2,319
<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 Subsidies and Contributions</b>		5,783	5,050
<i>Energy Subsidies and Contributions</i> provides equitable power rates throughout Nunavut to private residential customers to encourage private home ownership and to small commercial enterprises to support the development of northern business.			
<b>Total, Centrally Administered Funds</b>		<b>28,935</b>	<b>28,391</b>

# APPENDIX I: Accounting Structure and Financial Summary

## Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	175.0
Vote 4/5 PYs	-
Revolving Fund PYs	11.0
<b>TOTAL PYs</b>	<b>186.0</b>

## **Departmental Roles**

Finance has a budget of \$50.2 million dollars and 186 positions. The department is comprised of six branches – Directorate, Policy and Planning, Financial Management, Internal Audit Services, Comptrollership and Centrally Administered Funds.

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 accountability framework for the GN and public agencies, including the payroll and financial systems; and developing policy direction in financial administration.

### **Directorate**

The Directorate 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 and as the Comptroller General for the GN.

Key functions:

- Provide senior management capacity for the department in order to ensure Finance meets its goals, objectives and priorities;
- Act as a liaison between the Government of Nunavut and the Government of Canada's Department of Finance and Treasury Board.

### **Policy and Planning**

The Policy and Planning branch develops the multi-year fiscal framework for the GN; 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 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 is also 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:

- Develop fiscal planning techniques and modelling scenarios to project the future financial position of the GN;
- Provide input to the negotiations for 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;
- Manages and administers the cash resources, borrowing programs, and all investment and debt management activities of the government;
- Provides support to the Crown Agency Council which was established by Cabinet to optimize the management of GN's public agencies;
- Develop internal policies and procedures and provide policy advice;
- Prepare the Budget Address;
- Provide human resource support, planning and evaluation;
- Manage the departmental budget and financial services;
- Prepare the department's business plan;
- Implement the communications strategy of the department.

### **Financial Management**

The Financial Management branch 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 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 analysis and advice on tax policy; manages the GN's self-administered taxes; and provides the GN's risk management function.

The 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 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 the Liquor Revolving Fund. The Commission has two warehouse facilities and is headquartered in Rankin Inlet, where it administers liquor sales throughout Nunavut.

Key functions:

- Consolidate, review and make recommendations with respect to the approval of the Main, Capital and Supplementary Estimates, 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 EIA;

- 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;
- Manage the risk management function for the GN;
- Ensure the lawful purchase, sale, classification and distribution of liquor in Nunavut;
- 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;
- 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;
- Advise the Minister on all matters of policy, education, legislation and administration related to licensing and enforcement as prescribed in the *Liquor Act*.

### **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 and 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 include the following types of audit activity: 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; 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.

## **Comptrollership**

The Comptrollership 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; the preparation of the annual public reporting of assets, liabilities, revenue and expenditure through the Statement of Public Accounts. The branch provides an accountability 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:

- 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 and participate in collective bargaining processes;
- Conduct training on all aspects of the payroll system and the FreeBalance system;
- 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, WCB premiums, GN employee medical travel program, commercial leases, insurance and the Nunavut Electricity Subsidy program.

### Financial Summary

Branch	2006 - 2007 Main Estimates		2005 - 2006 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	1,165	9.0	888	7.0
Grants & Contributions	0		0	
Other O&M	633		423	
<b>Subtotal</b>	<b>1,798</b>		<b>1,311</b>	
<b>POLICY AND PLANNING</b>				
Salary	3,450	33.0	2,907	27.0
Grants & Contributions	0		0	
Other O&M	464		396	
<b>Subtotal</b>	<b>3,914</b>		<b>3,303</b>	
<b>FINANCIAL MANAGEMENT</b>				
Salary	2,528	34.0	2,231	30.0
Grants & Contributions	0		0	
Other O&M	580		605	
<b>Subtotal</b>	<b>3,108</b>		<b>2,836</b>	
<b>INTERNAL AUDIT SERVICES</b>				
Salary	1,058	9.0	1,043	9.0
Grants & Contributions	0		0	
Other O&M	134		151	
<b>Subtotal</b>	<b>1,192</b>		<b>1,194</b>	
<b>COMPTROLLERSHIP</b>				
Salary	9,869	101.0	9,193	94.0
Grants & Contributions	0		0	
Other O&M	1,370		2,110	
<b>Subtotal</b>	<b>11,239</b>		<b>11,303</b>	
<b>CENTRALLY ADMINISTERED FUNDS</b>				
Salary	3,331	0.0	3,631	0.0
Grants & Contributions	5,783		5,050	
Other O&M	19,821		19,710	
<b>Subtotal</b>	<b>28,935</b>		<b>28,391</b>	
<b>TOTAL</b>	<b>50,186</b>	<b>186.0</b>	<b>48,338</b>	<b>167.0</b>



**Department of  
Human  
Resources**

**Business  
Plan**

*2006-2007*

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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). The department provides recruitment, job evaluation, training and development, employee relations, Inuit employment planning, and human resource management support to all departments in the GN, Nunavut Arctic College (NAC), and the Nunavut Housing Corporation (NHC). 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 and by achieving the goals and obligations of the GN under *Article 23* of the *Nunavut Land Claims Agreement* (NLCA).

The compensation budget for GN employees of \$295 million for 2005-06 constitutes 35% of the GN's operating and maintenance budget of approximately \$833 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.

The 2006-07 Business Plan builds on the department's accomplishments over the past number of years while responding to priorities identified in *Pinasuaqtavut*. The department will also continue to monitor the standards of service.

### 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*, 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, 2005-06 Estimates.

## **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 GN 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 taken steps to enhance the delivery of language services. Bilingual staff are assigned to designated areas where they may be required to provide services in Inuktitut, Inuinnaqtun, French, and English. The Department of Human Resources and regional offices share translation and interpretation services among themselves in order to serve the language needs of clients as they are required.

Most of the department's public communications are being provided in Inuktitut, Inuinnaqtun, French, and English. These include job advertisements, promotional materials and forms for various training programs, ministers' statements, documents required by the legislature (i.e. Inuit Employment Plan statistical reports and annual public service reports), radio and public announcements, business cards, voice mail messages, correspondence, and forms.

During 2006-07, the department will continue to implement services to comply with the language services guidelines related to the following:

- Requests for proposals, tender calls, and GN contracting
- Automated telephone services
- Toll-free numbers
- Translation of job titles
- Language profiles
- Forms

## **STRATEGIC COMMITMENT TO PINASUAQTAVUT**

### **Inuit Qaujimagatuqangit (Inuit Societal Values)**

In keeping with *Pinasuaqtavut*, and to demonstrate leadership, the Department of Human Resources is taking steps to enhance its day-to-day Inuit Qaujimagatuqangit (IQ) operational activities. An IQ Committee has been created to look at annual planning that would outline monthly events based on Inuit guiding principles. Some events will include guest speakers who will share best practices that departments are implementing in their workplace. This is in keeping with the collaborative approach that fosters support for a common purpose. The review of the *Public Service Act* will include consideration of Inuit cultural values in the workplace.

The Inuit Employment division has proposed the concept of an Inuit Peer Group program to the Tuttarviit Committee to be initiated this fiscal year. The expectation of implementing Inuit Peer Group programs is to help to create a positive office atmosphere consistent with Inuit societal values through IQ within the workplace, as well as to improve employee retention and increase workplace productivity.

### **Inuuqatigiittiarniq (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, counseling services through TeleHealth are now provided through the Employee Assistance Program. This service provides employees and their dependents the opportunity to receive counseling without having to travel outside their community. Suicide prevention workshops will also continue to be provided during 2006 – 2007.

The Department of Human Resources also works with all departments to identify and respond to health, safety, and wellness issues. Workplace wellness workshops and courses are designed to maintain and enhance the health and wellness of all GN employees. Personal development learning opportunities are provided and include training in areas such as occupational health and safety, sexual harassment prevention, and standard first aid and CPR courses.

### **Pijarnirniqsat katujjiqatigiittiarnirlu (Simplicity and Unity)**

The GN continues to demonstrate its commitment toward increasing Inuit representation in the government through the continuing implementation of Inuit Employment Plans. All departments are responsible for establishing their own departmental Inuit Employment Plans that address the legal obligations under *Article 23* of the *Nunavut Land Claims Agreement* (NLCA). Departments are currently updating their Inuit Employment Plans and departmental initiatives. The Department of Human Resources will submit a revised and updated Inuit employment strategy this year as the GN continues to evaluate progress toward this goal.

The department is committed to providing access for beneficiaries to GN positions and proactive staffing processes are provided to ensure that this occurs. In partnership with Nunavut Tunngavik Incorporated (NTI), the Department of Human Resources, through the Inuit Employment division, continues to monitor and assist GN departments in meeting beneficiary employment goals. The GN and NTI have established an Article 23 Bilateral Working Group whose main focus is to address the obligations set out in *Article 23*. The broad purpose of the working group is to provide recommendations and advice to NTI and the GN on matters related to increasing and maintaining Inuit employment within the GN, which includes establishing concrete priorities and identifying training, funding, and other requirements for increasing Inuit employment.

The Department of Human Resources continues its commitment to provide fair, understandable, and easy-to-access policies and programs in the context of Inuit Qaujimajatuqangit (IQ), wherein the practice of an open, responsive, and accountable government is the primary goal, in order to encourage the participation of all Nunavummiut.

Revision of the *Public Service Act* continues and will reflect the current Nunavut reality and its future priorities. The *Human Resources Manual* and *Management and Excluded Handbook* updates are near completion and will be posted to the GN Intranet by late fall of 2005, to provide and ensure a common understanding of policies and fair treatment of GN employees. This approach will form the basis for all future policy development.

### **Namminiqmakitajunnarniq (Self-Reliance)**

The Department of Human Resources is committed to developing effective programs that support the training and development of employees in decentralized positions throughout Nunavut. As a result of partnerships established with various GN departments and other organizations, training opportunities in communities are increasing. Cultural and employee orientation programs are being customized to reflect unique community and regional elements. The department also continues to work with other departments to identify and support internship positions in decentralized communities.

### **Ilippallianguinnarniq (Continuing Learning)**

The department continues to improve the content of existing programs and to expand the number of programs offered in areas such as cultural and employee orientation, Inuktitut/Inuinnaqtun language training, internships, accredited programming, and skills-based courses and workshops. Programs are designed to improve employees' skills and abilities in their current positions and to help prepare them to take on new positions within the GN. The department is also developing and delivering occupation-specific programming to address training needs within specific occupational groups across the GN (i.e. financial management, administrative support, and human resource management).



## INUIT EMPLOYMENT PLAN

Under the *Nunavut Land Claims Agreement*, each GN department is responsible for preparing an Inuit Employment Plan (IEP). The NLCA states that the GN must have a representative level of Inuit employment by the year 2020.

This Inuit Employment Plan is for the fiscal year 2006-07.

### Departmental Inuit Employment Goal

The department recognizes the GN's long-term goal to attain a workforce that is representative of the population it serves.

At the end of 2010, the department has a target of 68% representation. To achieve this, increased efforts will be focused in human resource planning, career progression, staff development, and internship programs.

### Departmental Inuit Employment Targets

As of March 31, 2005, the department's Inuit representation is at 40%. For 2006-07, the department's plan is to increase the representation to 55%. The plan is based on position movement within the department, whereby administrative support positions currently filled with beneficiaries will move into paraprofessional positions. It is also assumed that vacant positions will be filled by beneficiaries and if not, these positions will be offered to non-beneficiaries on term employment.

Inuit Employment Representation <sup>2</sup>	As of March 31, 2005		Target for 2006-07	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>74</b>	<b>100</b>	<b>77</b>	<b>100</b>
Total Filled Positions	63	85	75	97
Total Vacancies	11	15	2	3
Total Beneficiaries	25	40	42	55
<b>Total Executive Positions</b>	<b>2</b>	<b>100</b>	<b>2</b>	<b>100</b>
Total Filled Executive Positions	2	100	2	100
Total Vacant Executive Positions	0	0	0	0
Total Beneficiaries in Executive Positions	1	50	1	50
<b>Total Senior Management Positions</b>	<b>10</b>	<b>100</b>	<b>10</b>	<b>100</b>
Total Filled Senior Management Positions	10	91	10	100
Total Vacant Senior Management Positions	1	9	0	0
Total Beneficiaries in Sr. Management Positions	2	20	5	50

<sup>2</sup> Numbers reflect all funded positions within the Department of Human Resources, less the 14 Intern positions assigned across the departments.

Inuit Employment Representation <sup>2</sup>	As of March 31, 2005		Target for 2006-07	
	Number #	Capacity %	Number #	Capacity %
<b>Total Middle Management Positions</b>	<b>2</b>	<b>100</b>	<b>2</b>	<b>100</b>
Total Filled Middle Management Positions	2	100	2	100
Total Vacant Middle Management Positions	0	0	0	0
Total Beneficiaries in Middle Management Positions.	0	0	2	0
<b>Total Professional Positions</b>	<b>5</b>	<b>100</b>	<b>7</b>	<b>100</b>
Total Filled Professional Positions	5	100	6	86
Total Vacant Professional Positions	0	0	1	14
Total Beneficiaries in Professional Positions	0	0	0	0
<b>Total Paraprofessional Positions</b>	<b>39</b>	<b>100</b>	<b>44</b>	<b>100</b>
Total Filled Paraprofessional Positions	32	82	41	98
Total Vacant Paraprofessional Positions	7	18	3	2
Total Beneficiaries in Paraprofessional Positions	12	38	24	56
<b>Total Administrative Support Positions</b>	<b>15</b>	<b>100</b>	<b>12</b>	<b>100</b>
Total Filled Administrative Support Positions	12	80	12	100
Total Vacant Administrative Support Positions	3	20	0	0
Total Beneficiaries in Administrative Support Positions	10	83	12	100

## Departmental Inuit Employment Initiatives

With human resource planning and strategies in place, the department hopes to achieve and maintain its target of 68% representation by 2010, which is over the target set by Pinasuaqtavut of 56%. These strategies and/or initiatives include:

- Continuing succession planning within the department;
- Conducting employee outreach;
- Providing on-the-job training and creating a position for succession planning management;
- Providing more training opportunities;
- Encouraging beneficiaries to apply for the Internship Program and Summer Student Employment Program;
- Offering term positions if beneficiary candidates are not successful;
- Adhering to the Priority Hiring Policy.

## 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 as of July, 2004 was 29,644, which represents an increase of approximately 10% over a five-year period.<sup>3</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>4</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>5</sup>.

Nunavummiut have lower levels of formal education than residents of other jurisdictions. 34.5% percent of the territory's residents possess some form of post secondary education, with almost 8% percent possessing university degrees<sup>6</sup>.

### Inuit Representation in the Public Service<sup>7</sup>

The GN 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 56% overall by 2010. Overall representation in the public service remained constant at 46% as of March 31, 2005. More than 61% of GN positions are in communities, with the remainder in Iqaluit. Representation of beneficiaries in Iqaluit has increased to 31%, while the communities range between 41% and 100% Inuit representation.

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<sup>3</sup> Nunavut Bureau of Statistics, July 2004.

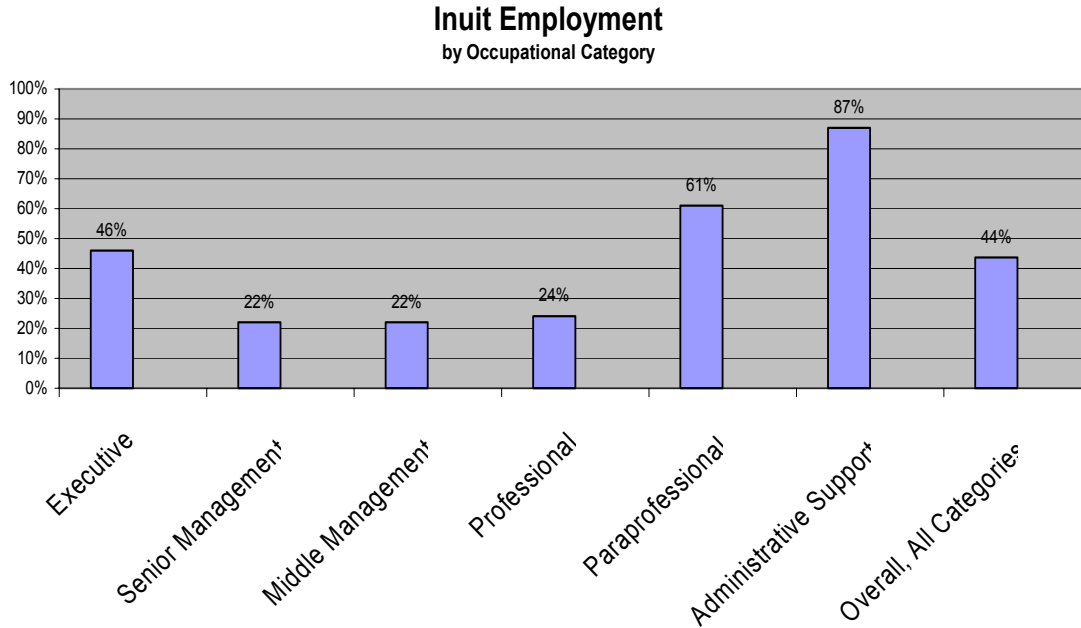
<sup>4</sup> Statistics Canada, 2001 Census

<sup>5</sup> Labour Force Survey." Nunavut Bureau of Statistics, 2001

<sup>6</sup> Statistics Canada, 2001 Census

<sup>7</sup> Towards a Representative Public Service, GN Department of Human Resources, March 31, 2005.

As of March 31, 2005, 1,232 Inuit beneficiaries were employed by the GN compared with 220 in June 1999 – a net increase of 1,012 beneficiaries. Furthermore, in the 2004-2005 fiscal year, beneficiaries represented only 14% of the total number of applicants, but constituted 47% of new hires.



### Staffing Capacity

The total number of positions in the GN workforce has increased from 1,210 in June 1999 to 3,249 in March 2005<sup>8</sup>. The total number of employees has increased from 508 in June 1999 to 2,691 in March 2005<sup>9</sup>. Staffing capacity increased from 42% in June 1999 to 83% in March 2005<sup>10</sup>. While this is still lower than other public sector jurisdictions, the achievements over the past six years have been significant. In March 2005, the paraprofessional category had the lowest staffing capacity among all employee groups at 80%, followed by the administration group at 81%.

### Recruitment and Staffing<sup>11</sup>

During the 2004-05 fiscal year, the Department of Human Resources received more than 14,352 applications for 615 job competitions advertised. This reflects a 35% increase in applications compared with an 8% 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, 71% were filled compared with 68% in 2003-04. There are a number of considerations and factors influencing the recruitment of

<sup>8</sup> Towards a Representative Public Service, March 31, 2005; GN Department of Human Resources, June 30, 2005.

<sup>9</sup> Government of Nunavut Inuit Employment Plan, May 1999.

<sup>10</sup> Towards a Representative Public Service, March 31, 2005; GN Department of Human Resources, June 30, 2005.

<sup>11</sup> GN Job Competition Database. GN Department of Human Resources.

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 beneficiary applicants.

## **Retention<sup>12</sup>**

The retention rate for indeterminate and term employees remained constant at 82% in 2005, an increase from 72% in 2001.

Average length of service with the GN continues to increase. The percentage of employees who had less than one year of service with the GN decreased from 17% in 2004 to 15% in 2005. In 2004, 29% of GN employees had less than two years service with the GN compared with 24% in 2005. The number of employees who have remained with the GN for more than three years continues to increase with 43% of employees having between three and ten years of employment with the GN. These numbers do not include casual and term employees. Factors that affect 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>12</sup> Payroll Information at March 31, 2004 and March 31, 2005. GN, Department of Finance; Towards a Representative Government, March 31, 2005.

## **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 2006-07 fiscal year:

- The ability of the department to attract and recruit qualified beneficiary applicants will continue to be a critical issue.
- Staff housing continues to be a major challenge for the GN, in particular when dealing with historically “hard to fill” positions.
- Recruitment of qualified candidates across Canada is currently extremely competitive among employers. Specific occupational sectors particularly affected by this demand include nursing, engineering, financial, and information technology.
- Career development initiatives are needed to provide training and learning opportunities to enable Inuit to achieve their full career potential.
- Increased delivery of training programs in decentralized communities is required.
- Implementation of Inuit Employment Plan initiatives requires innovation and a commitment to substantive resources to support increased learning and development opportunities and other support programs.
- Up-to-date labour market and workforce statistics are required to ensure appropriate focus of limited resources.
- A framework of strategies and guidelines needs to be developed to address employee retention within the GN.
- Training and certification programs are needed for human resource practitioners to promote effective management of human resources.

## CORE BUSINESS

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

	<b>Budget (\$000)</b>	
	<b>2006-07</b>	<b>2005-06</b>
Advisory and Administrative Services	4,998	4,725
Inuit Employment Plan	723	789
Recruitment and Staffing	5,084	5,090
Job Evaluation	807	729
Training and Development	4,659	4,764
Employee Relations	1,748	1,799
<b>TOTAL</b>	<b>18,019</b>	<b>17,896</b>

### Advisory and Administrative Services

Advisory and Administrative Services provides overall management and leadership for 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 for the department.
- To direct operations of three regional Human Resources offices.
- To provide quality and timely policy review, development, and advice to the department.
- To provide sound and effective financial, systems, and administrative services to department.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Management of Departmental Operations</b>		340	375

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 division is also responsible for monitoring and reporting on GN initiatives related to *Article 23* of the *NLCA*, as well as for providing support to the Minister's office.

**Community Operations** 2,775 2,658

The Community Operations division is responsible for the delivery of departmental programs and services in the 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 resource policies and conducts training to upgrade the skill levels of employees working in regional and decentralized communities.

**Policy & Planning** 723 475

The Policy and Planning division is responsible for developing and reviewing human resource policies and procedures, developing legislative proposals, coordinating the department's business planning process, responding to Access to Information and Protection of Privacy (ATIPP) requests and supporting the Deputy Minister's office.

**Corporate Services** 1,160 1,217

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 (P2K); and administering the relocation of GN employees in support of the recruitment program.

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**Total, Advisory and Administrative Services** 4,998 4,725

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**Priorities (2005-06)**

- Implement standards of service related to client access and response times for key services;  
*Status: Service standards and response times implemented for recruitment, job evaluation, staffing, and communication with line managers.*
- Provide workshops on complaint mechanisms and HR operations;  
*Status: Complaint mechanisms are in place and are being actively engaged by all levels of employees.*
- Establish outreach employment center in Iqaluit to support recruitment and development of Inuit beneficiaries for GN positions;  
*Status: In discussion with the Senior Management Committee, it was decided not to move forward with this program at this time as the program is offered by other departments and the private sector.*
- Implement performance management pilot program in Human Resources and review results for broader application in the GN;



**Status:** *A draft performance appraisal process was developed and is being piloted. A PY was allocated to develop a performance management strategy, framework, and program.*

- Finalize the *Employee Code of Conduct*;

**Status:** *Code of Conduct to be reviewed as part of the review of the Public Service Act and Regulations.*

- Prepare legislative proposal for revisions to the *Public Service Act*;

**Status:** *Additional research is being conducted prior to the development of recommendations for change and the development of a consultation paper and strategy.*

- Continue with the development of the *Human Resources Manual* to include new policies;

**Status:** *Senior Management and Excluded Handbook and Human Resources Manual are being developed concurrently. Public Service Act Regulations require change prior to publishing complete review.*

- Pilot competency based HR management in the Department of Human Resources and review for possible application to the GN;

**Status:** *Decision made not to proceed at this time following a review and re-alignment of priorities to respond to Pinasuaqtavut.*

- Support Senior Personnel Secretariat to develop options for Inuktitut language immersion programs;

**Status:** *Discussions have been initiated with the Senior Personnel Secretariat and various options identified. Costing and an implementation plan are being developed and potential delivery agents are being identified.*

- Complete user training for Phase 1 of HRIPS (P2K) and develop scope of implementation for Phase 2;

**Status:** *User training for Phase 1 is ongoing.*

### **Priorities (2006-07)**

- Develop legislative proposal for the *Public Service Act*;
- Continue to improve and monitor client service;
- Implement Phase 2 of Human Resources information system (P2K), which includes employee relations, health and safety, recruitment, scheduling, forecasting and training, and development modules;
- Implement recommendations related to review of Inuit Employment division;
- Strengthen internal financial management (contracting, purchasing, budget control);
- Improve departmental records management practices.

## Inuit Employment Plan

The Inuit Employment (IE) division is responsible for providing leadership and in supporting initiatives that seek to increase beneficiary employment to a representative level in the GN. Its functions include: collecting information and analysis related to beneficiary employment representation; monitoring departmental compliance with *Article 23* obligations, including the development and delivery of Inuit Employment Plans (IEP); and providing regular reporting on gaps, variances, and barriers to Inuit employment. The division also provides research into recruitment and retention strategies.

The department prepares a quarterly report entitled “*Towards a Representative Public Service*,” which details how many beneficiaries are employed by the GN. The most recent report is available on the GN web page ([www.gov.nu.ca](http://www.gov.nu.ca)) under “Public Documents.”

### 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 support GN departments and agencies in the development of their IEPs.
- To promote the GN as an employer of choice.
- To promote cultural knowledge and to make the workplace more comfortable and welcoming for Inuit.

Program	Budget (\$000)	2006-07	2005-06
<b>Inuit Employment Plan</b>		723	789
This line of business assists departments to implement their Inuit Employment Plans, provides support in developing framework documents towards human resource planning and evaluation techniques, which would include 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 <i>Article 23</i> obligations.			
<b>Total, Inuit Employment Plan</b>		<b>723</b>	<b>789</b>

### 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;

**Status:** *The Inuit employment planning framework has been completed. Due to changes in the key occupational coding it will now be included in the 2007-08 Business Planning process.*

- Establish, in partnership with CLEY, a peer group program to support Inuit cultural values in the workplace;

**Status:** *The Inuit peer group program has not as yet been established. The framework for this program is expected to be completed in the winter session of the 2005-06 FY for roll out in the 2006-07 FY.*

- Expand the *Inuit Employment Job and Workplace Satisfaction Survey* of Inuit employees to other GN departments;

**Status:** *The GN Employee Survey will be delivered in the fall of 2005 with a report completed by the end of the 2005-06 fiscal year.*

- Implement the Inuit Employment Plan communications strategy;

**Status:** *An Inuit Employment Plan communications strategy has been completed for the GN and is currently under review for next steps.*

### **Priorities (2006-07)**

- Report on the results of the GN Employee Survey;
- Continue to survey employees regarding job satisfaction;
- Develop a comprehensive human resource planning framework that will allow the GN to satisfy its need for qualified human resources through planned recruitment, but also through the training and development of Inuit staff so they can achieve their career potential;
- Develop an evaluation framework complete with performance measures accepted across the organization;
- Develop a results oriented employment database to assist in trend analysis and evaluation;
- Monitor, evaluate, and report on the GN's Inuit employment performance;
- Complete research that will allow the GN to benefit from successful approaches taken by other organizations;
- Provide departments with tools and technical support to achieve 56% Inuit employment by 2009-2010 fiscal year.

### **Recruitment and Staffing**

The Recruitment and Staffing division develops recruitment policies, staffing procedures and guidelines, and manages centralized recruitment services for all GN departments. This involves promoting the achievement of the GN's Inuit Employment Plan objectives and managing the staffing appeals process.

#### **Objectives**

- To provide excellence in the quality and timeliness of advice and services to government departments on all recruitment matters.
- To manage a fair and transparent recruitment and staffing process.

- To ensure compliance with and to promote the priority hiring policy.
- To provide support and guidance in the recruitment of nurses and teachers to the Departments of Health and Social Services and Education.
- To administer the casual staffing process so that it best reflects the principles of *Article 23* and *Pinasuaqtavut*.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Recruitment and Staffing</b>		1,598	1,518
<p>The division 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, transfer assignments and the casual staffing process. In addition, the Staffing division is tasked with working with its various partners to develop best practices and policies in recruitment that best reflect the initiatives and priorities of <i>Article 23</i> and <i>Pinasuaqtavut</i>.</p>			
<b>Summer Student Employment Equity Program</b>		950	950
<p>This program provides an opportunity to introduce youth to employment in the public sector. The Summer Student Employment Equity Program was modified and expanded in 2004 with the purpose of including more students and departments in the sharing of skills, knowledge and abilities. The Priority Hiring Policy applies for all summer student positions within the Summer Student Employment Equity Program.</p>			
<b>Relocation</b>		2,536	2,622
<p>The purpose of the program is to administer the relocation of GN employees, excluding teachers. The relocation program directly supports the department's recruitment program.</p>			
<b>Total, Recruitment and Staffing</b>		<b>5,084</b>	<b>5,090</b>

**Priorities (2005-06)**

- Implement casual staffing guidelines consistent with Cabinet direction;  
*Status: A new casual hiring process that will reflect Cabinet direction will be in place by January 1, 2006.*
- Implement and monitor new staffing service standards;  
*Status: Staffing services standards are fully implemented and monitored through meetings with client department representatives.*
- Distribute revised staffing manual and provide orientation for human resource practitioners;

**Status:** *New staffing manual has now been approved and all practitioners will be orientated and trained by December 31, 2005.*

- Implement revisions to Summer Student Employment Equity Program based on review conducted in 2004-05;

**Status:** *Revisions have been implemented and the program will continue to be fine-tuned based on feedback from various stakeholders.*

- Review delegation of casual hiring on incremental basis;

**Status:** *A review of casual hiring was conducted. Recommendations include the deferral of delegation to departments at this time.*

### **Priorities (2006-07)**

- Implement changes to the casual hiring process as per Cabinet direction, previously determined through focus groups and sub-committees led by Human Resources, to provide service recommendations for casual employment;
- Continue to orient and train partners in the use of staffing guidelines by implementing the staffing manual and conducting courses pertaining to staffing content and behavioral descriptive interviewing;
- Continue to train staffing practitioners within Health and Social Services, Education, and Nunavut Artic College so that staffing practices, across all departments, are consistent with the objectives of *Article 23* and the Inuit Employment Plan, as per GN-approved staffing process;
- Conduct ongoing compliance audits for delegated recruitment.

### **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**

- Provide timely and accurate job evaluation services to all departments.
- Ensure accurate position and organization information is maintained in the Human Resources Information System.
- 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>2006-07</b>	<b>2005-06</b>
<b>Job Evaluation</b>		807	729
<p>The program assists departments through job description writing training, bilingual bonus administration, and exclusions from the bargaining unit. In addition to providing advice to departments' organization design, the division provides advice to Cabinet on major reorganizations through the Deputy Minister.</p>			
<b>Total, Job Evaluation</b>		<b>807</b>	<b>729</b>

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

- Lead the proposal of a Language Incentive Program for Cabinet approval;  
*Status: Draft completed. Consultation with outside stakeholders, Policy Officials Committee and departments to follow in fall 2005.*
- Document the remaining job audits and implement recommended changes to inflated qualifications job descriptions;  
*Status: 505 job audits completed.*
- Continue developing and testing of approximately 30 additional key positions to improve consistency of job evaluation process;  
*Status: There are currently 35 key positions with approximately five to ten more planned.*

### **Priorities (2006-07)**

- Develop and implement a job audit and monitoring system;
- Perform audits of GN jobs for inflated qualifications;
- Document language specific skill requirements in jobs;
- Revise job descriptions to reflect actual job needs.

## **Training and Development**

Training and Development provides advice, assistance, and support to departments in training and developing their staff, and develops policies and procedures that constitute the framework for training and development across the public service. The division designs, develops, and delivers training and development programs for GN employees including orientation, courses and workshops, language training, occupational training, and accredited learning opportunities. The division also provides training support and funding for internship positions within the GN, as well as performance management tools, training, and support for GN departments and managers.

**Objectives**

- To provide high quality learning opportunities and training programs that will enhance the skills, knowledge, and abilities of the public service.
- To promote a continuous learning environment throughout the public service.
- To ensure that learning opportunities are equitably distributed throughout the public service.
- To assist individuals, managers, and teams in customizing learning activities to address their unique training and development needs.
- To provide a comprehensive and consistent performance management program across the GN.

Programs	Budget (\$000)	2006-07	2005-06
<b>Training and Development</b>		4,659	4,764
Specific training and development initiatives include: learning and development (short/general skills courses and occupational training programs), Inuktitut/Inuinnaqtun language training, employee orientation, cultural orientation, Nunavut public service studies, Sivuliqtiksat Internship Program, and Assistant Deputy Minister and management development initiatives. Performance management is another initiative undertaken under this program.			
<b>Total, Training and Development</b>		<b>4,659</b>	<b>4,764</b>

**Priorities (2005-06)**

- Develop a learning strategy that will include a focused plan for decentralized services in partnership with CLEY and Nunavut Arctic College;  
*Status: A GN-wide training and development framework has been initiated. Options for increased training delivery (and associated funding) in decentralized communities are being explored.*
- Partner with the Departments of CLEY and Education to develop a mandatory cultural orientation program;  
*Status: A framework for cultural orientation is being developed. Two pilot cultural orientation sessions took place in Iqaluit in August 2005. Feedback from sessions will provide guidance for future offerings.*
- Develop and implement Phase 1 of the GN Leadership Development Program;  
*Status: Focus groups were conducted in Iqaluit and many decentralized communities. An advisory committee will be formed in September 2005 to oversee the design of a training program for GN managers. In October 2004 a partnership with the Kakivak Association was formed to offer the Nunavut Advanced*

*Management Diploma program (offered through Saint Mary's University) to GN employees. A total of 15 employees participated in the program and 13 employees graduated.*

- Implement the Human Resources Practitioner certification and training program;

**Status:** *Consultations with focus groups will be conducted in the fall of 2005 and a framework for training will be developed. A Request for Proposals for curriculum development and program delivery will be issued in 2005-2006. First course is tentatively scheduled to take place in the first quarter of 2006-2007.*

- Work with CLEY to strengthen Inuktitut first language programming;

**Status:** *A committee was formed to develop a strategy for first language programming and options have been developed. Implementation requires significant financial and human resources. Sources of increased funding are being explored by both HR and CLEY.*

- Develop a comprehensive framework for a GN-wide employee recognition program;

**Status:** *Preliminary research and consultations have been undertaken. Responsibility for the Employee Recognition Program has been transferred to the Employee Relations division, as it is better suited to the mandate of the Workplace Wellness Program.*

- Communicate Education Leave program guidelines to departments and staff;

**Status:** *Completed.*

#### **Priorities (2006-07)**

- Provide effective support to clients in developing and implementing training strategies;
- Pilot the cultural orientation program in decentralized communities and expand the Employee Orientation program. Expand the tools available to stakeholders for orientation;
- Enhance existing occupational training programs (i.e. financial management, human resources practitioners) and develop new programs to address management/leadership training and program/project management;
- Complete the framework for a comprehensive performance management system and pilot new performance appraisal system within departments;
- Expand Inuktitut/Inuinnaqtun language training across the GN, including the development of an instructor-training program.



## Employee Relations

The Employee Relations division provides professional employee relations advice and services to departments and agencies. The department contributes to the GN's overall ability to attract, retain, and fairly compensate employees through the collective bargaining process. Employee Relations administers and interprets collective agreements, manages the dispute resolution process, provides a workplace health, safety and wellness program for the benefit of all employees, as well as coordinates the Employee Recognition program.

### 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 impacts on employee/employer relations.
- Promote a respectful workplace through a workplace health, safety and wellness programs.
- Provide staff relations expertise in the interpretation of human resource policies, collective agreements, alternative dispute resolution, arbitration, and mediation.
- Coordinate the Employee Recognition program.

Programs	Budget (\$000) 2006-07	2005-06
<b>Employee Relations</b>	1,100	1,101
Provides professional employee relations advice and services to departments and leads collective bargaining for the GN as mandated.		
<b>Workplace Wellness</b>	648	698
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>1,748</b>	<b>1,799</b>

### Priorities (2005-06)

- Implement an alternative dispute resolution process that provides options to the current grievance procedure;  
**Status:** *Process is being reviewed as part of the Public Service Act review.*
- Negotiate new collective agreement with the Federation of Nunavut Teachers;  
**Status:** *A tentative agreement was reached on October 24, 2005 for a four year collective agreement covering the period July 1, 2005 until June 30, 2009.*
- Develop Suicide Prevention Workshops, in partnership with the Departments of Health and Social Services, Education, and EIA;

**Status:** *Program was developed and has been delivered thus far to two communities with plans to deliver six more training sessions throughout Nunavut during the remainder of the fiscal year.*

- Develop GN-wide policies for “Prevention of Violence in the Workplace” and an “Anti-Harassment” policy;

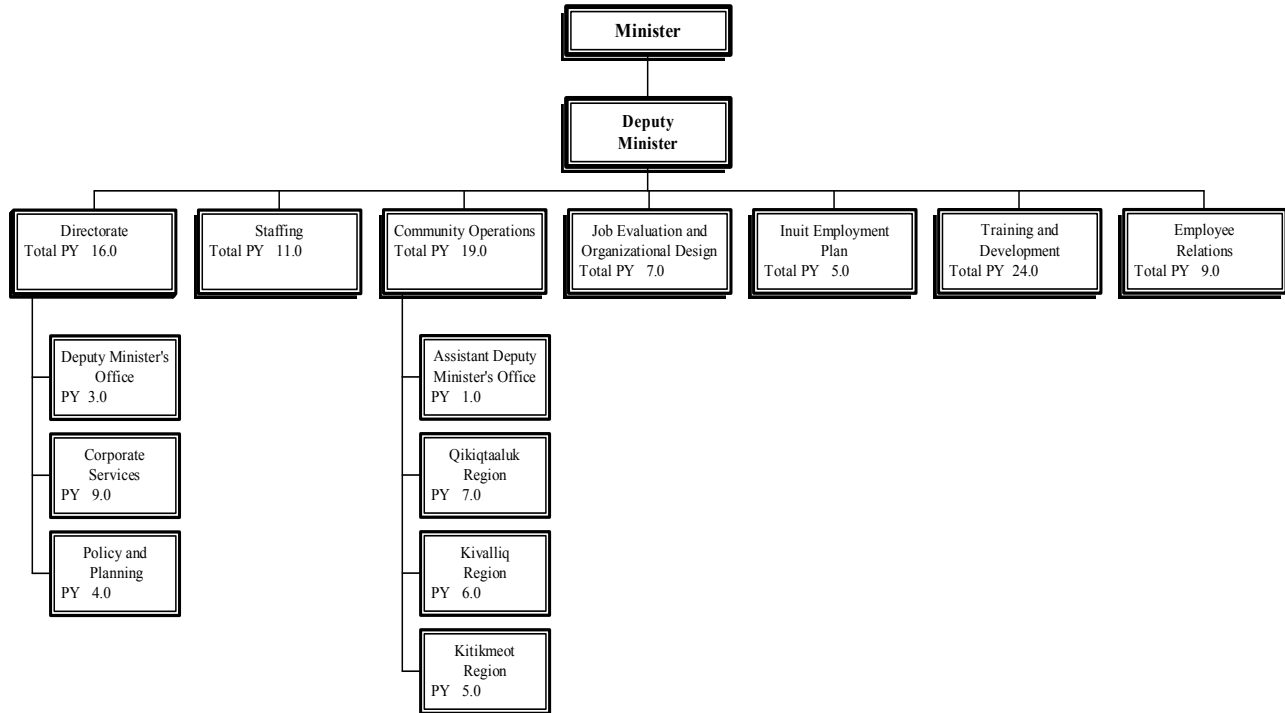
**Status:** *Program has been developed and the policy will be submitted for Cabinet approval in fall 2005.*

**Priorities (2006-07)**

- Expand the counselling component of the Employee Assistance Program through the use of technology;
- Develop and implement an employee recognition program with client involvement;
- Develop and implement an attendance management system;
- Develop an occupational health and safety program to comply with the *Safety Act*;
- Ensure that worksite safety committees are operational;
- Provide training in CPR/First Aid. Training has been delivered to five communities thus far with plans to provide training to the remaining communities;
- Negotiate a new Nunavut Employees Union Collective Agreement. Present agreement to expire September 30, 2006.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	90.0
Vote 4/5 PYs	1.0
Revolving Fund PYs	-
<b>TOTAL PYs</b>	<b>91.0</b>

## **Departmental Roles**

### **Directorate**

#### **The Deputy Minister's Office**

The Deputy Minister Office is responsible for the direction of legislation, policy development, financial management, and human resource systems. The office is responsible for monitoring and reporting on the government's initiatives and Inuit Employment Plan related to *Article 23* of the *Nunavut Land Claims Agreement*. The office also has overall responsibility for staffing services, training and development, employee relations, and job evaluation services for GN departments and the public service in Nunavut.

#### **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's 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 and also provides for the planning, development, installation and maintenance of the human resources information system and services (P2K).

#### **Assistant Deputy Minister / Community Operations**

The Community Operations division is responsible for the delivery of 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 resource policies and to 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 the Qikiqtaaluk, Kivalliq, and Kitikmeot regions.

#### **Recruitment and Staffing**

The Staffing division manages centralized recruitment services for GN 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 division is responsible for providing professional employee relations advice and service to departments and agencies. The division contributes to the GN's overall human resource strategy by: negotiating the terms and conditions of employment that help attract and retain competent employees; representing the GN before arbitration boards and other tribunals; and advising and recommending changes in legislation and human resource policy.

The division is also responsible for the planning, organizing, and implementation of the Workplace Health, Safety & Wellness program, which complies with GN legislation and *Pinasuaqtavut*, as well as the coordination of the Employee Recognition program.

### **Job Evaluation and Organizational Design**

The Job Evaluation and Organizational Design division of Nunavut has the responsibility to rate or evaluate all non-teaching position descriptions against the Hay Guide Chart job evaluation method. This process determines a pay range for purposes of salary administration. The division maintains this and other critical position information in a position database. Additionally, the division assists departments through job description writing training, bilingual bonus administration, and organization design advice to departments.

### **Training and Development**

The Training and Development division provides advice, assistance, and support to departments in training and developing their staff and develops policies and procedures that constitute the framework for training and development across the public service. A core function is also the development and implementation of training and development programs that:

- address common learning needs across the GN;
- provide an opportunity for employees to progress within the public service; and
- build capacity within the GN workforce to meet current and future needs and fulfill *Article 23* obligations.

Performance management is another responsibility undertaken under by this division.

### **Inuit Employment Plan**

The Inuit Employment (IE) division is responsible for providing leadership and in assisting and supporting initiatives that maintain and seek to increase beneficiary employment to a representative level in the GN. Its functions include: collecting information and analysis related to beneficiary employment representation; monitoring departmental compliance to *Article 23* obligations, including the development and delivery of Inuit Employment Plans (IEP); and providing regular reporting on gaps, variances, and barriers. The division also provides research into recruitment and retention strategies.

## Financial Summary

Branch	2006 – 2007 Main Estimates		2005 – 2006 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	1,658	16.0	1,299	13.0
Grants & Contributions	0		0	
Other O&M	565		768	
<b>Subtotal</b>	<b>2,223</b>		<b>2,067</b>	
<b>STAFFING</b>				
Salary	4,608	11.0	4,619	11.5
Grants & Contributions	0		0	
Other O&M	476		471	
<b>Subtotal</b>	<b>5,084</b>		<b>5,090</b>	
<b>COMMUNITY OPERATIONS</b>				
Salary	2,147	19.0	1,909	18.0
Grants & Contributions	0		0	
Other O&M	628		749	
<b>Subtotal</b>	<b>2,775</b>		<b>2,658</b>	
<b>JOB EVALUATION AND ORGANIZATIONAL DESIGN</b>				
Salary	733	7.0	627	6.0
Grants & Contributions	0		0	
Other O&M	74		102	
<b>Subtotal</b>	<b>807</b>		<b>729</b>	
<b>INUIT EMPLOYMENT PLAN</b>				
Salary	563	5.0	505	5.0
Grants & Contributions	0		0	
Other O&M	160		284	
<b>Subtotal</b>	<b>723</b>		<b>789</b>	
<b>TRAINING AND DEVELOPMENT</b>				
Salary	2,459	24.0	2,512	25.0
Grants & Contributions	0		175	
Other O&M	2,200		2,077	
<b>Subtotal</b>	<b>4,659</b>		<b>4,764</b>	

Branch	2006 – 2007		2005 – 2006	
	Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs
<b>EMPLOYEE RELATIONS</b>				
Salary	985	9.0	943	9.0
Grants & Contributions	0		0	
Other O&M	763		856	
<b>Subtotal</b>	<b>1,748</b>		<b>1,799</b>	
<b>TOTAL</b>	<b>18,019</b>	<b>91.0</b>	<b>17,896</b>	<b>87.5</b>

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**Department of  
Justice**

**Business  
Plan**

*2006-2007*

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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 Royal Canadian Mounted Police (RCMP), under the Territorial Policing Agreement with Public Safety and Emergency Preparedness 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 Qaujimagatunqangit.*

### **Our Vision**

*Our vision reflects Inuit Qaujimagatunqangit 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 is 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 are conducted in the language of preference of the individual or organization.
- The department is ensuring that all signage 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, departmental committees and working groups, the department considers language ability as one important factor.

## **STRATEGIC COMMITMENT TO PINASUAQTAVUT**

### **Inuit Qaujimagatuqangit**

The Department of Justice incorporates Inuit Qaujimagatuqangit (IQ) in program delivery to strengthen community capacity, to address community justice issues, and to make the administration of justice more efficient, understandable, and accessible to Nunavummiut.

IQ 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 representatives from Justice Canada and Nunavut Tunngavik Incorporated. The committee's mandate is to provide advice, direction, and assistance on IQ. There are also many division-specific initiatives incorporating IQ within the department. The Justice Department has a representative on the interdepartmental committee; Tuttarviit. Tuttarviit has representatives from each department within government, which deals with the overall policy development on IQ.

Our Elder Advisor continues to play a key role and provides support, guidance, and advice on IQ. The Directorate supports many initiatives and offers staff an "on-the-land" outing to encourage cross-cultural understanding of Inuit culture. The Elder Advisor and the IQ policy analyst participate in all terminology workshops held by the Department of Culture, Language, Elders and Youth.

The Division of Community Justice, by signing a diversion protocol with the RCMP and the Department of Justice Canada, continues to seek alternatives to resolve criminal matters 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) family mediation program in 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 Justices 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, Inuit elders work with staff and inmates to provide counseling and assistance in providing programs such as the "Land Program," where inmates are taken 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.



### **Inuuqatigiittiarniq: 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. The Inuusirmut Aqqusiuqtiit family mediation project), the development of culturally relevant programs for offenders (e.g. outpost camps and the Kugluktuk Ilavut healing facility). The department also involves community elders to assist the court to provide information and advice to the accused person in criminal matters. 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.

### **Pijarnirniqsat Katujjiqatigittiarnirlu: Simplicity and Unity**

One of the principal benefits of the justice of the peace function in Nunavut is that 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 the justice of the peace means speedier access to justice court, and more direct community and Inuit input in the operation 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, suicide prevention and the issue of our children and youth. The department recognizes the need not to work in isolation, but to involve other agencies and departments in the issues that challenge the people of 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.

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

Community justice committees are established in the communities to deal with some crimes as opposed to the formal justice system. Diversion protocols support this initiative by coordinating the efforts of the department with those of the RCMP, the Department of Justice Canada, and the Community Justice committees. The committees also develop and support crime-prevention programs and advocate for healthy change in the community. There are also approximately 80 Justices of the Peace (JP) and more than 75% of these JPs speak Inuktitut or Inuinnaqtun.

### **Ilippallianguinnarniq: Continuing Learning**

The Department of Justice is committed to training and development. Through this commitment, the Akitsiraq Law School was established and in the spring of 2005, 11 students graduated from the program. The Akitsiraq Law School was a four-year program offered by the University of Victoria in Iqaluit, leading to a Bachelor of Laws (LL.B) degree.

*Department of Justice*

A five-credit introductory course in Law is taught each semester at the Inuksuk High School in Iqaluit. Members of the court management group 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. Lawyers from within the department have also begun teaching introductory legal concepts to interested staff on a regular basis. Senior management attended a bi-weekly Traditional Law class designed and taught by the Elder Advisor.

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 that provides learning workshops to all staff in regards to Inuit Qaujimagatuqangit. This continued learning gives the staff an opportunity to understand Inuit values and traditional knowledge.

## **INUIT EMPLOYMENT PLAN**

### **Departmental Inuit Employment Goal**

The Department of Justice's strength comes from its employees. Accordingly, the department strives to be a model employer by building and maintaining a workforce that reflects the rich diversity of Nunavut. Inuit employment is an issue that requires constant attention and support within the workplace, and the department supports the Government's goal to achieve 56% Inuit employment across all occupational categories by March 31, 2010. Justice Nunavut is committed to a representative public service and to providing the best possible workplace for all justice employees.

#### ***Ongoing Goals***

As the Government continues to build and maintain a representative public service, the department is committed to achieving the following three initiatives in the 2006-07 fiscal year:

- 1) Foster and sustain an environment attractive to Inuit
- 2) Invest in human capital to improve the effectiveness of the workforce
- 3) Promote quality of work life as an integral part of daily operations

These goals will be explained further in *Departmental Inuit Employment Initiatives*.

#### ***Challenges***

The department continues to be faced with the enormous challenge of recruiting Inuit in our highly competitive labour market. One of the problems facing the department, as well as the rest of the government is to attract Inuit who do not necessarily see the public service as a career of choice. An additional challenge to the Department of Justice is recruiting Inuit to work in the territorial capital where most of our correctional institutions are currently located. Thus, for the 2006-07 fiscal year, the paraprofessional occupational classification, which includes correctional staff, will be slightly under the established goal, but this still reflects significant improvement.

In the senior management and professional occupational classifications, the Department of Justice will also have lower than 56% representation due to indeterminate positions currently filled with non-beneficiaries, and positions which require professional designations. The department continues to support the Akitsiraq Law School concept through the hiring of the program's graduates as articling students. It is expected that all of the graduates will become members of the legal profession in 2006.

In the next year, the department will work toward increasing its total Inuit employment to 45% by hiring 19 additional Inuit beneficiaries. The department will reach the goal of 56% by 2010.

### Departmental Inuit Employment Targets

Inuit Employment Representation	As of March 31, 2005		Target for 2006-07	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>228</b>	<b>100</b>	<b>226</b>	<b>100</b>
Total Filled Positions	195	86	206	91
Total Vacancies	33	14	20	9
Total Beneficiaries	73	37	92	45
<b>Total Executive Positions</b>	<b>2</b>	<b>100</b>	<b>2</b>	<b>100</b>
Total Filled Executive Positions	2	100	2	100
Total Vacant Executive Positions	0	0	0	0
Total Beneficiaries in Executive Positions	0	0	1	50
<b>Total Senior Management Positions</b>	<b>8</b>	<b>100</b>	<b>8</b>	<b>100</b>
Total Filled Senior Management Positions	8	100	8	100
Total Vacant Senior Management Positions	0	0	0	0
Total Beneficiaries in Sr. Management Positions	1	13	1	13
<b>Total Middle Management Positions</b>	<b>25</b>	<b>100</b>	<b>25</b>	<b>100</b>
Total filled middle management positions	25	100	25	100
Total Vacant Professional Positions	0	0	0	0
Total Beneficiaries Middle Management Positions	7	28	10	40
<b>Total Professional Positions</b>	<b>19</b>	<b>100</b>	<b>21</b>	<b>100</b>
Total Filled Professional Positions	15	79	16	76
Total Vacant Professional Positions	4	21	5	24
Total Beneficiaries in Professional Positions	3	20	5	31
<b>Total Paraprofessional Positions</b>	<b>152</b>	<b>100</b>	<b>150</b>	<b>100</b>
Total Filled Paraprofessional Positions	127	84	135	90
Total Vacant Paraprofessional Positions	25	16	15	10
Total Beneficiaries in Paraprofessional Positions	49	39	59	44
<b>Total Administrative Support Positions</b>	<b>22</b>	<b>100</b>	<b>20</b>	<b>100</b>
Total Filled Administrative Support Positions	18	82	20	100
Total Vacant Administrative Support Positions	4	18	0	0
Total Beneficiaries in Admin. Support Positions	13	72	16	80

## **Departmental Inuit Employment Initiatives**

In the 2006-07 fiscal year, the Department of Justice will be participating in GN wide initiatives and complementary department specific initiatives to work towards achieving an average of 56% Inuit representation.

In collaboration with the Department of Human Resources, the Department of Justice supports two Sivuliqtiksats interns. The Intern Manager, Business Planning Support in Court Services and the Intern Manager, Finance in Corporate Services, will be working towards completing their learning plans to assume their designated middle management duties and responsibilities.

### ***Specific Initiatives***

The department's specific initiatives are as follows:

#### **1) Foster and sustain an environment attractive to Inuit**

The department takes seriously the responsibility to foster and promote an environment that is attractive to Inuit individuals. Guided by Inuit Qaujimajatuqangit, the department will work towards providing employees with the direction and tools they need to perform the work of the organization to the very best of their ability. Actions to support staff include:

- Ensure that supervisors and managers are provided leadership and cultural sensitivity training. Their understanding of the benefits and rewards of a representative workforce helps create a supportive work environment that enhances the potential of all employees. Specific training is required to ensure that all individuals involved in staffing decisions are aware of, and accurately apply, the Priority Hiring Policy.
- Emphasize existing quality of work-life initiatives as effective practices that advance the interests of our workforce. These initiatives include programs such as adjustment of shift schedules to reflect the lifestyles of employees.
- Develop and deliver resiliency training to boost and strengthen tools for dealing with professional and performance adversities.
- Implement and support learning opportunities to develop legal and court clerks.
- Ensure that correctional facilities offer a safe and productive work environment. As employees spend a significant portion of their lives in the facilities' surroundings, keeping workspaces pleasant conveys a sense of pride and respect that helps keep employees on board.
- Foster a community spirit and a sense of belonging by offering employees the opportunity to become involved outside the formal workplace in a variety of recreational and volunteer activities.

**2) Invest in human capital to improve effectiveness of the workforce**

- The department will pursue a detailed workforce analysis to determine and identify attrition rates as well as design targeted recruitment campaigns.
- The department will develop succession plans for certain divisions, such as Court Services. This deliberate and systematic effort will assist in ensuring continuity of leadership and critical staff skills in mission-critical positions as well as to encourage individual development. Courts Services has designed a plan that identifies and develops key representative staff, so that they will qualify for an identified position over time.
- As Corrections recruitment and retention is an ongoing challenge, the department has designed a position to address these areas of concern. The Corrections training specialist will orient, train and support employees in all areas of Corrections.

**3) Promote quality of work life as an integral part of daily operations**

The Department of Justice will be fostering initiatives that improve the quality of work life. As in other public services, several principal factors are driving changes in GN employee perceptions and the need to encourage quality of work initiatives and flexibilities:

- The nature of work and the workplace are changing dramatically due to technology that produces vast amounts of data along with the ability to communicate more rapidly and at more levels than ever before;
- Expectations of the workforce reflect generational and cultural differences in attitudes about work and careers;
- Managers are asked to focus on the work team's ability to respond to changing circumstances and workload requirements;
- Managers are asked to view employees as human capital with a corresponding investment in employee growth and development; and
- Leadership is taking forms other than the classic supervisory and management functions.

In the face of these influencing factors, the department will:

- Research options to effectively compete with other employers in Nunavut for representative workers. This might include flexible work arrangements, support and services for childcare and eldercare, benefits tailored to meet employees' needs and a safe and healthy work environment.
- Recognize success. We will identify and reward those who contribute to building and maintaining a representative, high-quality workforce.

## **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.

The first is our rapid population growth. Between 1996 and 2004, our population grew by 13.4%. As per the population report dated July 1, 2004, the population of Nunavut was 29,644. The age distribution in Nunavut is also unique compared to the rest of Canada. Seniors aged 65 and over, accounted for only 2.5%. As well, men outnumber women, the 2004 population report counted 15,279 (53%) men and 14,465 (47%) women.

The youth population is high. In 2004, young people aged 19 and under accounted for 45% of Nunavut's population, while individuals aged 20 to 64 made up 52.6%. 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.

Most of Nunavut's population is located in small towns and hamlets spread across a 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 drivers cause substantially higher costs for the delivery of justice programs.

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

Crime rates in Nunavut continue to be significantly higher than most other areas of Canada in the majority of categories of offences. Violent crime continues to be a priority concern, with a special emphasis on the high levels of family violence.

The most recent national statistics indicate small decreases in violent and property crime in Nunavut, with decreases of 1.9% and 4.4% respectively from 2003 to 2004. Increases in other crimes, including mischief and disturbance of the peace have led to an increase of 4.4% in the overall number of Criminal Code offences for the same time period.

The following table provides a comparison of the crime rates for 2004:

<b>Crime rates by province and territory</b>						
	<b>Violent crime</b>		<b>Property crime</b>		<b>Total Criminal Code offences<sup>1</sup></b>	
	2004	2003 to 2004	2004	2003 to 2004	2004	2003 to 2004
	rate*	% change in rate	rate*	% change in rate	rate*	% change in rate
<b>Canada</b>	<b>946</b>	<b>-2.0</b>	<b>3,991</b>	<b>-3.2</b>	<b>8,051</b>	<b>-1.2</b>
Newfoundland and Labrador	917	-2.5	2,738	4.6	6,320	1.1
Prince Edward Island	799	-12.0	3,505	-3.3	8,220	-5.5
Nova Scotia	1,190	-1.0	3,894	6.5	8,764	1.7
New Brunswick	937	-5.1	3,003	-1.2	7,313	2.9
Quebec	726	0.0	3,202	-3.1	6,493	0.1
Ontario	755	-3.2	3,013	-5.9	5,702	-5.1
Manitoba <sup>2</sup>	1,602	-1.7	5,699	1.9	12,753	1.5
Saskatchewan	2,006	-2.6	6,238	-5.7	15,159	-1.9
Alberta	1,087	-1.3	5,064	-1.3	10,390	0.7
British Columbia	1,195	-1.5	6,763	-2.9	12,522	0.2
Yukon	3,236	-16.5	6,341	-16.3	23,125	-12.8
Northwest Territories	6,865	1.7	7,414	2.5	42,126	11.7
<b>Nunavut</b>	<b>7,884</b>	<b>-1.9</b>	<b>6,959</b>	<b>-4.4</b>	<b>36,685</b>	<b>4.4</b>

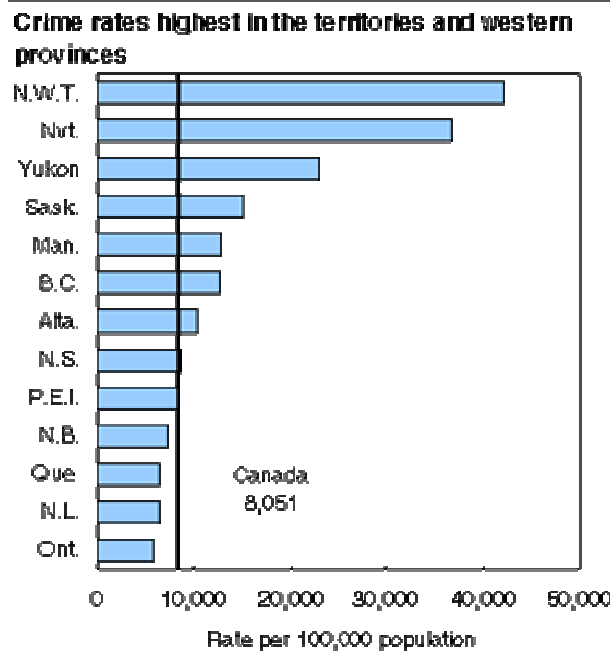
\* Rates are based on criminal incidents per 100,000 population.

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

2. Crime data from April to December 2004 for Winnipeg are estimates (except for homicide and motor vehicle theft) due to the implementation of a new records management system.

Source: The Daily, July 21, 2005





Source: The Daily, July 21, 2005

Nunavut will need to develop better statistical profiles of crime rates and trends in order to fully understand the effect that the various elements of the criminal justice system, including crime prevention initiatives, have on the rates of crime. New information sources will need to be found to develop a better understanding of the risk factors that lead to crime in Nunavut communities.

The reasons for the high rate of crime are complex, but risk factors include many social issues such as: a high unemployment rate, poverty, low educational attainment, or substance abuse. The need for more culturally relevant programs is necessary for offenders and victims to reduce alienation by 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 of other Government of Nunavut departments, and stakeholder agencies is involved with the Violence Against Women Working Group. This working group is coordinated and chaired by the department and is mandated to increase public awareness and assist victims of violence.

The proposed family abuse prevention legislation, focusing specifically on the prevention of violence and protection of victims, is currently being consulted on and drafted. It is anticipated that it will be introduced in the Legislative Assembly in the Winter Session, 2006. 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 hear applications for emergency protection orders so that victims can have faster 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 related to domestic violence, and families need access to culturally appropriate problem-solving alternatives.

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 Inuinnaqtun.

Communication problems and language barriers are another challenge that is preventing the justice system from becoming more accessible to Nunavummiut. This includes: 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 to work with offenders in their home communities.
- Nunavut's high crime rate, especially domestic violence.
- Adequate support is needed for Community Justice committees to develop community-based solutions.
- 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.
- 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 and the RCMP, to reflect the overall Inuit Employment Plan strategy of the Government of Nunavut.
- Full integration of Inuit Qaujimagatunqangit 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 nine lines of business:

	Budget (\$000)	
	2006-07	2005-06
Advisory and Administrative Services	2,878	3,284
Law Enforcement	21,287	20,052
Legal Services Board	4,687	4,314
Legal Support Services	2,379	2,351
Nunavut Court of Justice	6,288	6,015
Legal Registries	964	943
Corrections	15,520	15,270
Community Justice	1,772	1,780
Human Rights Tribunal	593	589
<b>TOTAL</b>	<b>56,368</b>	<b>54,598</b>

### Advisory and Administrative Services

Advisory and Administrative Services includes three programs: Office of the 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.

### 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, policy development, and human resources functions.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Deputy Minister's/Assistant Deputy Minister's Office</b>		614	714
<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 advisor to Cabinet. This division acts as liaison with the RCMP and other Justice-appointed boards, committees and agencies, and coordinates access to information/protection of privacy requests.</p>			
<b>Corporate Services</b>		1,397	1,424
<p>The Corporate Services division provides a full range of financial and administrative management and support services to the department. This includes accounting services and participating in negotiations for federal/territorial agreements. The division oversees the financial aspects of the policing agreements, and also manages the Human Resources functions for the department.</p>			
<b>Policy and Planning</b>		627	737
<p>The Policy and Planning division is responsible for developing departmental policy and research proposals; analyzing departmental policies; business plan development; 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 Qaujimagatuqangit strategy.</p>			
<b>Akitsiraq Law School Program</b>		240	409
<p>The Akitsiraq Law School is an Inuit-specific, degree-granting program offered by a partnership of the University of Victoria Faculty of Law, with the Nunavut Arctic College and the Akitsiraq Law School Society. The Department of Justice provided funding for operating the law school. The program's primary goal was to increase the number of Inuit in the legal profession in Nunavut. This program is supported by the federal and territorial governments and Inuit organizations. The department continues to support the program by employing students during their articling year until they become members of the Law Society of Nunavut.</p>			
<b>Total, Advisory and Administrative Services</b>		<b>2,878</b>	<b>3,284</b>

### Priorities (2005-06)

- Introduce the domestic violence legislation to the Legislative Assembly;  
**Status:** *Consultations will continue with respect to legislation to prevent family abuse and protect victims of domestic violence. Further consultation is required to extend the scope of the legislation to prevention of violence in ways that incorporate Inuit Qaujimagatuqangit. It is anticipated that a Bill will be introduced in 2006.*
- Implementation of the domestic violence legislation;  
**Status:** *After the Bill has been passed, a minimum period of 18 months will be required for implementation, to ensure adequate training and creation of public awareness of the importance, and the means of preventing family violence.*
- Amend the *Wills Act*;  
**Status:** *An Act to amend the Wills Act was passed in March 2005. Further legislative amendments relating to individuals who die without a will are being studied with particular attention on Inuit Qaujimagatuqangit.*
- Introduce the *Powers of Attorneys Act* to the Legislative Assembly;  
**Status:** *The Powers of Attorney Act was passed in May 2005, but has not been proclaimed pending preparation of regulations.*
- Amend the *Exemptions Act*;  
**Status:** *It is anticipated that the Exemptions Act will be introduced during the fall 2005 session.*
- 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;  
**Status:** *The Elder Advisor and the IQ policy analyst have provided feedback, adding and deleting to the program. Family Support will be publishing a document before year-end.*
- Incorporate initiatives recommended by Illiniit;  
**Status:** *Regular traditional outdoor activities are organized for employees of the department. These include a fishing trip, traditional games illustrations and practice and teachings by elders.*
- Continue the newsletter updating employees of incorporated Inuit principles as identified in the Illiniit terms of reference, listing upcoming cross-cultural events, Inuit societal laws, and Inuit leadership workshops by respected elders;  
**Status:** *First newsletter has been distributed. The second edition is in the process of being developed.*

- Implement Illiniit recommendations on the findings of the BCC inmate interviews;

**Status:** *Illiniit has met with BCC management to monitor the findings of the survey and will continue to monitor progress.*

- Continue to promote a well-balanced holistic approach to everyday tasks and living according to Inuit Qaujimajatuqangit and as directed by the Elder Advisor;

**Status:** *Inuit Traditional Law classes are being taught by the Elder Advisor to senior managers and lawyers.*

**Priorities (2006-07)**

- Develop communication strategies and educational material with respect to three main areas: the *Wills Act*, *Powers of Attorney Act*, and the proposed Family Abuse Prevention legislation;
- Development of a consultation plan for amendments to the intestacy legislation that will reflect Inuit Qaujimajatuqangit;
- Develop a firm plan for implementation of the domestic violence/prevention of family violence legislation;
- Develop a consultation plan and a legislative proposal for Phase 2 of the amendments to the *Liquor Act*.

**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 Public Safety and Emergency Preparedness Canada for the provision of RCMP services under the Territorial Policing Agreement.

**Objectives**

- Ensure a high quality of policing services in Nunavut.
- Manage the resources and services provided via the Nunavut/RCMP policing agreement contract.

<b>Program</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Law Enforcement</b>		21,287	20,052

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 the RCMP under the *RCMP Act* and employed by the municipalities.

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<b>Total, Law Enforcement</b>	<b>21,287</b>	<b>20,052</b>
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#### **Priorities (2005-06)**

- Review and implement the appropriate recommendations from the Northern Policing Review;

**Status:** *The Northern Policing Review report is expected by the end of 2005. The department will closely study the recommendations made in this report and develop plans for maintaining and improving policing services in the territory.*

- Formalize community visits by the RCMP dog to conduct education sessions and drug sweeps;

**Status:** *Police Dog Service (PDS) responded to 164 operational calls and 22 communities in service presentations for a total of 188 calls for service. "V" Division PDS has proven effective in identifying Canada Post parcels containing contraband destined to Nunavut. As a result, the "V" Division drug section seized \$2.5 million dollars worth of drugs through the direct intervention of "V" Division PDS.*

- 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;

**Status:** *The Community Justice committees have seen an increase in post-charge diversions since the Youth Criminal Justice Act came into effect. The Government of Nunavut is working with the RCMP to start working on an increase in the number of pre-charge diversions. A new Community Justice referral sheet was formed in order to have information shared with the RCMP and Community Justice committees. The Assistant Deputy Minister is now responsible for Policing and Community Justice in the hope that progress will continue to be made on diverting matters from the Court system.*

#### **Priorities (2006-07)**

- Community Wellness Initiatives through inter-agency partnerships (Suicide Prevention, Reduction in Family Violence);
- Recruitment of Inuit RCMP Officers, career development and enhanced training opportunities;
- Crime prevention and diversion programs with the active involvement of Community Justice committees for both youth and adult offenders;
- Proactive measures including the delivery of education programs and integrated enforcement of the *Controlled Drugs and Substances Act* through combined



efforts of the Drug Awareness Section, Drug Enforcement Section, Federal Enforcement Section and Police Dog Service;

- Accountability and superior service delivery to our communities.

### Legal Services Board

The Legal Services Board (LSB) is established under the *Legal Services Act*, and is responsible for ensuring that all eligible persons in Nunavut receive legal aid and related services. The board is also responsible for overseeing the operation of the following regional clinics: 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)	2006-07	2005-06
<b>Legal Services Board</b>		4,687	4,314
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>4,687</b>	<b>4,314</b>

### Priorities (2005-06)

- To have a study completed regarding the standardization and equalization of Court worker's pay and working environments;

**Status:** *An assessment has been done by the Clinic Director for Maliiganik Tukisiiniakvik and the Executive Director has developed a plan to address this situation.*

- To begin a strategy for the uniform implementation of court worker parity throughout Nunavut;

**Status:** *Have proposed a three-year strategy of increasing court worker pay to the point where parity is reached in Nunavut and with other jurisdictions.*

- To have a fully functional poverty law office located in Iqaluit;

**Status:** *The Poverty office is operational and processing matters. The learning curve for this service has been higher than anticipated. However, a good volume of work is now being done within the office.*

- To develop a workplace policy manual for all staff within the LSB;

**Status:** *A draft has been developed and a finalized version should be ready by April 2006.*

- The implementation of an after-hours, in-custody, toll free line to which all RCMP detachments will have access;

**Status:** *Completed and working well. A staff lawyer operates the line weekly and people arrested after normal business hours can now be put in touch with a lawyer.*

#### **Priorities (2006-07)**

- Hire and train a family law court-worker for the Iqaluit clinic. The need for a court-worker that does not focus on criminal work is paramount and with increasing volumes of family work, would be a beneficial addition to the services provided by the LSB;
- Continue with year two of a three-year plan to standardize pay and benefits for court-worker staff with the LSB;
- Expand the after-hours in-custody line to include information and education services;
- Greater traditional knowledge training for staff lawyers new to Nunavut.

#### **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 legislative drafting and translation services to the government.
- To provide the public with access to Nunavut's legislation.
- To maintain, revise and consolidate Nunavut's legislation.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Legal and Constitutional Advice</b>		1,227	1,291
<p>The Legal and Constitutional Law program provides legal services to all government departments and certain government boards and agencies, and represents the interest of the Government of Nunavut in all court and tribunal proceedings. Program responsibilities include the provision of legal services in relation to all constitutional matters (constitutional development, aboriginal claims, and implementation of the Nunavut Land Claims Agreement, Devolution, the Charter of Rights and Freedoms) and all litigation matters, and the drafting and review of major contracts.</p>			
<b>Public Trustee</b>		369	295
<p>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.</p> <p>The Office of the Public Trustee also administers trust funds on behalf of minors and the estates of dependent adults.</p>			
<b>Legislation Division</b>		783	765
<p>Legislation Division has four main responsibilities. The division has the primary responsibility for maintaining, revising, consolidating and making available to the public the statutes and regulations of Nunavut. The division also publishes the Nunavut Gazette every month. The Legislation Division drafts all bills, regulations and appointments for the government. In addition to English versions, bills are translated into Inuktitut and French, and regulations are also translated into French.</p>			
<b>Total, Legal Support Services</b>		<b>2,379</b>	<b>2,351</b>

**Priorities (2005-06)**

- Continue consolidation of statutes in English, French and Inuktitut and regulations in English and French, and preparation of the accompanying tables;

**Status:** *The division continues to consolidate the statutes and regulations, and prepare the tables that accompany the Acts. The tables respecting regulations have been prepared for each year from 1999 to 2004.*

- Commence Statute Revision project;

**Status:** *Different courses of action are being considered for this project.*

### **Priorities (2006-07)**

- Manage the increased demand for the drafting and translation of legislation;
- Continue the consolidation of statutes in English, French and Inuktitut and regulations in English and French, the preparation of the accompanying tables and the maintenance of Nunavut's legislation;
- Provide public access via the Internet to Nunavut's legislation;
- Consider different options for revising the statutes of Nunavut, and for preparing authoritative Inuktitut versions and authoritative consolidations.

### **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>2006-07</b>	<b>2005-06</b>
<b>Court Administration</b>		4,625	4,310

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** 482 473

The Family Support Office has the 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 through the Inuusirmut Aqqusiuqtiit program in Cape Dorset through funding provided by the federal government.

**Justice of the Peace** 474 532

To recruit, train and provide ongoing support for justices of the peace, who share jurisdiction with the Nunavut Court of Justice over summary (less serious) Criminal Code offences and offences under Nunavut statutes. 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** 402 395

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, the Workers Compensation Board, the Transportation Safety Board and various other agencies that 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** 203 203

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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<b>Total, Nunavut Court of Justice</b>	<b>6,288</b>	<b>6,015</b>
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**Priorities (2005-06)**

- Proceed with construction of the Nunavut Justice Centre;  
**Status:** *Construction of the Nunavut Justice Centre is ahead of schedule. It is anticipated that it will be completed by the spring of 2006.*
- Improve services in the civil area. The Civil Registry is responsible for administering the Nunavut Court of Appeal;  
**Status:** *The Civil Registry has increased staffing levels by 20% and implemented training programs, improved processes and an automated Court Information System. All of these activities have resulted in significant improvements in customer service, accuracy and effectiveness.*
- Increase training for Justices of the Peace to continue to build capacity for community justice;  
**Status:** *Four training programs will be completed during this fiscal year, with sessions in Cambridge Bay, Rankin Inlet, and two in Iqaluit. More than 30 JPs will receive training – a 20% increase over last year. In addition, funding has been applied for from the federal Department of Justice for additional training on the Youth Criminal Justice Act.*
- Bring Nunavut coroners together for training and sharing of experiences and knowledge;  
**Status:** *Two training sessions will be delivered during this fiscal year to about 40% of Nunavut's coroners. One session will be held in Rankin Inlet for about 15 coroners, and a second session will be held in Kugluktuk for four new coroners.*

**Priorities (2006-07)**

- Complete the move into the Nunavut Justice Centre;
- Improve services in the Sheriff's office. The Sheriff's office is responsible for court security, civil enforcement and jury management;
- Continue the implementation of new technologies and systems - an automated computer system for Maintenance Enforcement, expanded use of digital recording and video-conferencing technologies, and the development of electronic databases for jury administration and writs;
- Improve management information systems and create opportunities for sharing information with justice partners.

## 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>2006-07</b>	<b>2005-06</b>
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<b>Land Titles Office</b>		590	565
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To administer the *Land Titles Act* by reviewing and registering survey plans and various legal documents to create ownership titles and to identify other legal interests and mortgages affecting titled lands. The office also administers the *Personal Property Security Act*, which enables 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>		374	378
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The Corporate Registry administers the *Business Corporations Act*, *Societies Act*, *Partnership Act*, and certain provisions of the *Co-operative Associations Act* and *Credit Union Act*. Submitted documents are reviewed and processed to establish and maintain current information on corporations, societies, partnerships and co-operative associations.

The Securities Registry administers the *Securities Act*, which regulates trading in investment securities. Documents are reviewed and processed to register advisors and dealers who trade stocks, bonds and mutual funds, describe and qualify the shares of public companies and mutual funds that are offered for sale in Nunavut; and consider applications for discretionary relief from some requirements.

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<b>Total, Legal Registries</b>	<b>964</b>	<b>943</b>
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#### **Priorities (2005-06)**

- To collaborate with Nunavut and federal government officials to improve, streamline and simplify land administration and land registry processes;

***Status:** Land titles officials collaborate regularly with other key stakeholders to streamline land administration processes that are becoming better integrated including municipal planning, registration of legal surveys and filing conveyance documents. Work is proceeding on a comprehensive inventory of all land parcels in Nunavut, supported by land titles officials, on a comprehensive inventory of all land parcels in Nunavut. The Land Titles Registrar assisted with revising procedures manuals and with training sessions for Planning and Lands Administrators.*

- 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;

***Status:** A number of securities rules have been adopted by various jurisdictions including the making of the Adoption of National and Multi-lateral Instruments (Securities Act) Regulation in Nunavut. These rules have gone a long way to achieve the goals of the Ministers' Council by creating a passport system of regulation, giving market participants a single window of access to capital markets, and more harmonized securities regulations. As in other jurisdictions, a legislative proposal has been made for certain amendments to the Securities Act (Nunavut) to enable a more flexible and comprehensive passport system.*

#### **Priorities (2006-07)**

- To finalize development, implementation and training for the land titles office "Daybook" database and the corporate registries "NUCO" database;
- To revise information materials about procedures and legal requirements for various filings, especially in the corporate registries, and to make translated versions more available to the public;
- To substantially complete the implementation of a scanning system that will maintain electronic copies of all land titles documents.



## Corrections

Corrections administer programs that include Adult and Young Offender Institutions, Camps and Alternative Homes and the Community Corrections Program. The division also administers the Inuit cultural skills programs that assist offenders in developing traditional skills. Corrections oversees the adult and young offenders' facilities, including on-the-land camp operations and open-custody homes. The Community Corrections Program supervises offenders placed on probation or released from institutions on parole or early release.

### Objectives

- To seek the advice and assistance of 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>2006-07</b>	<b>2005-06</b>
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<b>Corrections Directorate</b>		706	704
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The Directorate oversees the operation of corrections throughout Nunavut. We provide the direction and support to institutions and community programs as well as develop and initiate new programs and assist in program development. The Directorate also provides the liaison with other jurisdictions across Canada.

<b>Community Corrections (Probation Services)</b>		1,640	1,599
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Community Corrections has been working at establishing a "stand alone" probation service for Nunavut. Probation services that were formerly handled by Health and Social Services are now being conducted by Community Corrections officers in some communities. Community Corrections officers provide supervision, support and programming to adult and youth offenders serving sentences on probation or under conditional sentences. Social Services still provide some services in communities where we do not have Community Corrections officers.

<b>Adult Healing Facilities</b>		1,672	1,413
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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** 9,343 9,440

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 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** 2,159 2,114

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.

<b>Total, Corrections</b>	<b>15,520</b>	<b>15,270</b>
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**Priorities (2005-06)**

- Develop a plan for the development of a facility for remanded women in Nunavut;  
**Status:** *Corrections is completing planning and working with the Department of Community and Government Services on the plan for a facility.*
- Expand the Community Corrections Program to include communities that are now currently served by Social Services;  
**Status:** *Additional positions in Cape Dorset, Igloolik and Cambridge Bay.*
- Develop a long-term plan for the replacement of the Baffin Correctional Centre;  
**Status:** *Corrections is completing planning and working with the Department of Community and Government Services on the plan for a facility for sentenced inmates.*

**Priorities (2006-07)**

- Move to the program development phase of a facility for women to be built in Nunavut. This will include community selection and the design of the facility;
- Expand the Community Corrections Program to include communities that are now currently served by Social Services; priorities for 2005-06 were to add two positions, and we are looking for 3 additional positions for 2006-07;
- Initial planning will proceed on a second Community Healing Centre, in addition to the one opened in Kugluktuk in 2005;

- Corrections will increase the representation of Inuit in the corrections workforce. This is crucial not only to meet the government mandate for Inuit employment, but also to enhance policy and program development within the department.

## Community Justice

Community Justice has the responsibility to provide community justice development, including the promotion and establishment of programs to prevent crime in the communities.

It is important that local responsibility and accountability be restored – the Community Justice committee can contribute to create a fair, just, and supportive community in a manner that is consistent with traditional values and provides an alternative to criminal prosecution in court.

### Objectives

- To provide alternatives to the Court to offenders and their victims through pre and post-charge diversions.
- To seek the advice and assistance of the communities on how best to provide alternative justice using traditional law methods.
- To work in partnership and cooperation with other government departments in the development and delivery of community wellness and crime prevention programs.
- To help create a positive healthy relationship between the offender and the community.
- To support development of victims services at a community level.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Community Justice Directorate</b>		391	429

The Directorate oversees the operation of Community Justice throughout Nunavut. We provide the direction and support to community programs as well as develop and initiate new programs and assist in program development. The Directorate also provides the liaison with other jurisdictions across Canada.

<b>Community Justice Program</b>		1,381	1,351
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To provide alternative justice to communities and offenders and also to 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.

The Community Justice division also coordinates victims' services, including the development of policies and guidelines for the Victim Assistance Committee, and assisting community groups in their applications for funding.

The Victims Assistance Fund has been established to fund 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.

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<b>Total, Community Justice</b>	<b>1,772</b>	<b>1,780</b>
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**Priorities (2005-06)**

- Further enhance community-based justice projects in Nunavut through capacity building at a community level;

**Status:** *A Nunavut wide workshop was held to determine the goals of the Community Justice committees. This workshop focused on three main areas that include implementation of the Youth Criminal Justice Act; developing community partnerships in crime prevention and involving victims in the diversion process. Work is ongoing to set a framework for implementation of recommendations received in the workshop.*

**Priorities (2006-07)**

- Further enhance community-based justice projects in Nunavut through capacity building at a community level;
- Train Community justice committee members on mediation techniques;
- Increase pre-charge diversions to Community Justice committees;
- Introduce community justice manual to regional justice specialists to utilize in the communities.

## 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.

### Objective:

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

Programs	Budget (\$000)	2006-07	2005-06
Human Rights Tribunal		593	589
<b>Total, Human Rights Tribunal</b>		<b>593</b>	<b>589</b>

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.

### Priorities (2005-06)

- Staff the Human Rights Tribunal office;

**Status:** *The Executive Director position has been staffed on a transfer assignment with an extension to November 2007 and moved to Coral Harbour to establish the office in the community. Support staff competitions have been advertised and it is anticipated the staff will be hired by November 2005.*

- Develop a Public Education campaign;

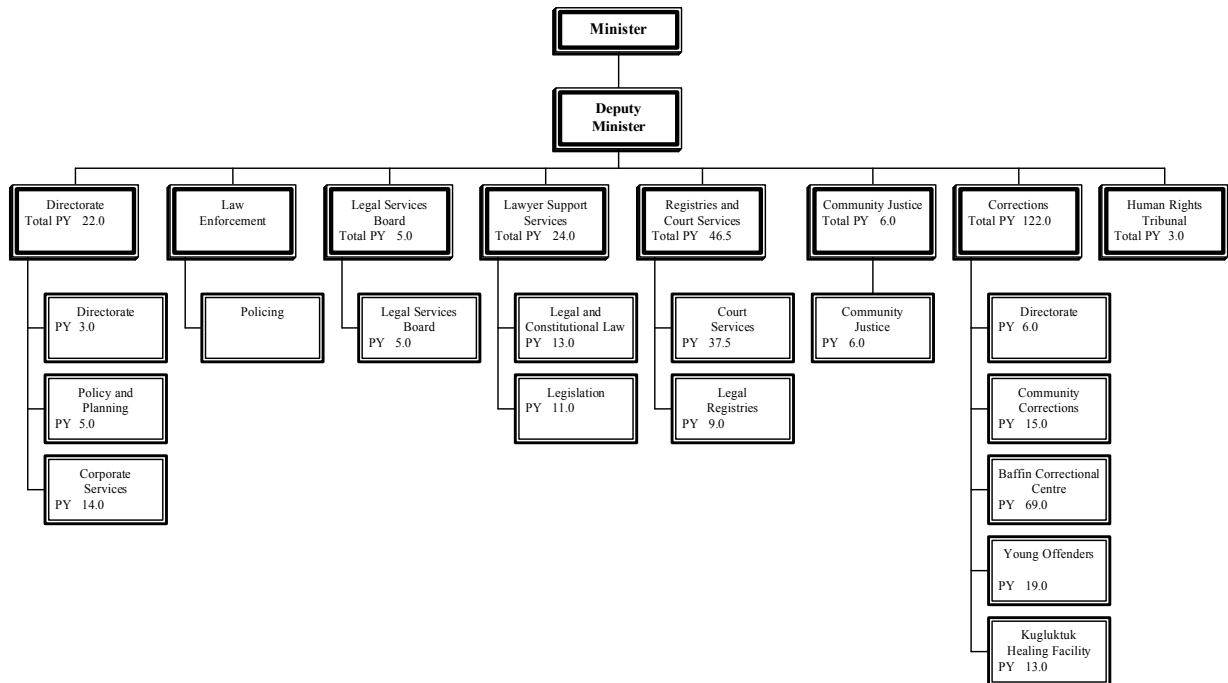
**Status:** *As per s.49(2)(iii) of the Human Rights Act, the Legal Services Board is required to address this priority. The Tribunal has recommended to the department that this be included in its letter of expectation to the board to include this required activity.*

### Priorities (2006-07)

- To ensure the Nunavut Human Rights Tribunal is fully functional;
- To develop procedural rules;
- To issue the first Nunavut Human Rights Tribunal annual report;
- To study and make recommendations for systems to provide access to appropriate levels of legal services for applicants and respondents;
- Continuing training and capacity building of the new NHRT members and staff, in the legal, mediation, Inuit Qaujimagatuqangit and administrative areas necessary to their functions.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	220.6
Vote 4/5 PYs	7.9
Revolving Fund PYs	-
<b>TOTAL PYs</b>	<b>228.5</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 acts as 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, and oversees the financial aspects of federal/territorial policing agreements. The department contracts with Public Safety and Emergency Preparedness 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, court worker 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 that involve managing the land titles office, personal property security registry, corporate registry, and securities registry.

Key roles include:

- Provides administrative 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 Programs.
- 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**

Corrections administers programs that include adult and young offender institutions, including on-the-land camp operations and open-custody homes. The Community Corrections Program supervises offenders placed on probation or released from institutions on parole.

Key roles include:

- 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.

### **Community Justice**

Community Justice administers programs and has the responsibility to provide community justice development, including the promotion and establishment of programs to prevent crime within the communities. 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*.
- 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	2006 - 2007		2005 - 2006	
	Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	2,661	22.0	2,660	23.0
Grants & Contributions	0		169	
Other O&M	217		455	
<b>Subtotal</b>	<b>2,878</b>		<b>3,284</b>	
<b>LAW ENFORCEMENT</b>				
Salary	0	0.0	0	0.0
Grants & Contributions	0		0	
Other O&M	21,287		20,052	
<b>Subtotal</b>	<b>21,287</b>		<b>20,052</b>	
<b>LEGAL SERVICES BOARD</b>				
Salary	424	5.0	421	5.0
Grants & Contributions	967		928	
Other O&M	3,296		2,965	
<b>Subtotal</b>	<b>4,687</b>		<b>4,314</b>	
<b>LAWYER SUPPORT SERVICES</b>				
Salary	2,193	24.0	2,165	25.0
Grants & Contributions	0		0	
Other O&M	186		186	
<b>Subtotal</b>	<b>2,379</b>		<b>2,351</b>	
<b>REGISTRIES &amp; COURT SERVICES</b>				
Salary	4,244	46.5	4,055	45.5
Grants & Contributions	0		0	
Other O&M	3,008		2,903	
<b>Subtotal</b>	<b>7,252</b>		<b>6,958</b>	
<b>CORRECTIONS</b>				
Salary	11,018	122.0	10,768	130.0
Grants & Contributions	0		0	
Other O&M	4,502		4,502	
<b>Subtotal</b>	<b>15,520</b>		<b>15,270</b>	

Branch	2006 - 2007		2005 - 2006	
	Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs
<b>COMMUNITY JUSTICE</b>				
Salary	603	6.0	611	6.0
Grants & Contributions	1,060		1,060	
Other O&M	109		109	
<b>Subtotal</b>	<b>1,772</b>		<b>1,780</b>	
<b>HUMAN RIGHTS TRIBUNAL</b>				
Salary	300	3.0	118	3.0
Grants & Contributions	0		0	
Other O&M	293		471	
<b>Subtotal</b>	<b>593</b>		<b>589</b>	
<b>TOTAL</b>	<b>56,368</b>	<b>228.5</b>	<b>54,598</b>	<b>231.5</b>

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

**Business  
Plan**

*2006-2007*

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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.

### 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.*

Culture, Language, Elders and Youth will achieve its mission by:

- Promoting Inuit societal values through the application of Inuit Qaujimajatuqangit;
- 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 Principles and Values

- Respecting *Pinasuaqtavut 2004-2009* and building on its principles and mandate.
- A work life that reflects Inuit societal values through the application of Inuit Qaujimajatuqangit.
- Enabling Nunavummiut to have the ability to communicate in Nunavut's official languages, both at work and when accessing government services.
- Promoting decision making that is developed through consultation and a commitment to consensus building – aajiiqatigiingniq.

- Supporting the growth of community capacity and self-reliance by working in partnership with other departments, governments, non-governmental organizations, Inuit organizations and communities.
- Encouraging participation and input while respecting the views of others.
- Developing easily understood programs and services and making them 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.

## **Languages Services**

In accordance with the *Languages Services Guidelines for the Government of Nunavut*, 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 (three positions), administrative officer.
- **Inuktitut:** Inuktitut translator.

### **In Igloolik:**

- **Inuktitut:** Director of Community Programs, divisional administrative officer, development coordinator (four positions), program officer, Inuktitut researcher, Inuktitut translator (three positions).

### **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.
- Providing 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 produced in Nunavut's languages.
- Translation of public documents into Nunavut's languages.
- 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**

- Whenever possible, recruit and retain bilingual staff with an emphasis on speakers of Inuktitut and Inuinnaqtun.
- Review documentation/information produced by the department to identify gaps in language services delivery and take appropriate steps to address the gaps.
- All departmental staff are receiving instruction and support in using the Unicode Pigiarniq font for syllabics.
- The department will be issuing *Taimaattiaq*, a language tool kit to assist all staff in incorporating Inuktitut and Inuinnaqtun into their daily work.
- The department is supporting Nunavut Arctic College in its delivery of the Inuinnaqtun Interpreter-Translator Training Program in Cambridge Bay, which will expand the pool of language professionals able to work in Inuinnaqtun.
- During the 2005-06 year, voice mail messages and e-mail signatures for all employees will comply with the *Language Services Guidelines for the Government of Nunavut*.
- Conducting regular workshops to develop standardized terminology in Inuktitut and Inuinnaqtun.
- Co-ordinating the development of standardized French terminology for Nunavut specific words and expressions.

## **STRATEGIC COMMITMENT TO PINASUAQTAVUT**

### **Inuit Qaujimajatuqangit**

The Department of Culture, Language, Elders and Youth is committed to 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 provide advice to the departments. 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 the department, many projects undertaken by the various branches are closely linked to the promotion and protection of Inuit Qaujimajatuqangit. Examples include:

- 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 the *Youth Identity Development Strategy*, which includes initiatives such as the establishment of culture camps, where elders 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,
- The administration of the grants and contributions program funds, which assists non-profit organizations and individuals develop culturally-relevant initiatives.

The department works towards incorporating the vision and principles laid out in *Pinasuaqtavut*.

### **Inuuqatigiittiarniq: Healthy Communities**

The department contributes to the social and cultural health of communities through ongoing consultations and development of Elders and youth programs and services. The ongoing development of an elders' strategy and the implementation of the *Youth Identity Development Strategy* both include life-promoting initiatives. We also encourage Nunavummiut to volunteer in the community and engage in regular physical activity, and to support amateur sport. Furthermore, we provide funding to communities for projects involving language, heritage, youth and Elders through grants, contributions, and capital contributions.

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

The department supports simplicity in government processes by co-ordinating 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 public documents are available in all official languages as well as providing a toll free number whereby Nunavummiut can call and access information in all official languages. 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. Our community-based archaeological, archival and toponymy research and training projects draw upon the expertise of community members, especially elders. They also provide opportunities for youth to apply traditional knowledge and skills to contemporary issues. In addition, we develop local recreational opportunities and competitive sport opportunities, encouraging leadership at the community level. Furthermore, the department works to bring government closer to Nunavummiut by supporting the use of Inuktitut as the working language and by holding regular terminology workshops to develop standard Inuktitut translations for many concepts and expressions used in the daily operations of government.

### **Ilippallianguinnarniq: Continuing Learning**

Through the Nunavut Public 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 literacy and language development and retention. Through its grants and contributions programs, Culture, Language, Elders and Youth supports continued learning in a wide range of areas including arts, language, culture, heritage, and sports. Many departmental activities involve consultations with the Inuit Qaujimagatuqangit Katimajjiit, and we are collaborating with other departments on the establishment of a Nunavut cultural school.

## **INUIT EMPLOYMENT PLAN**

The Department of Culture, Language, Elders and Youth is committed to achieving a representative level of Inuit employment by the year 2020.

### **Departmental Inuit Employment Goal**

Due to the very nature of the Department of Culture, Language, Elders and Youth, many of the positions dictate that Inuktitut speaking employees fill the position. This increases the probabilities of hiring beneficiaries. This is especially true in the Official Languages branch and the Inuit Qaujimajatuqangit division.

By the end of the 2008 fiscal year, the Department of Culture, Language, Elders and Youth plans to surpass the identified Government of Nunavut-wide goal.

Within the 2006-2007 fiscal year, the department will work towards increasing Inuit employment through a number of methods including the hiring of beneficiaries for vacant positions, the implementation of on-the-job training, and through the training of a manager position in the *Sivuliqtiksat internship program*.

The department views any vacancies as an opportunity to increase beneficiary levels.

## Departmental Inuit Employment Targets

Inuit Employment Representation	As of March 31, 2005*		Target for 2006-07	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>84</b>	<b>100</b>	<b>87</b>	<b>100</b>
Total Filled Positions	60	71	74	85
Total Vacancies	24	29	13	15
Total Beneficiaries	30	50	49	66
<b>Total Executive Positions</b>	<b>2</b>	<b>100</b>	<b>2</b>	<b>100</b>
Total Filled Executive Positions	2	100	2	100
Total Vacant Executive Positions	0	0	0	0
Total Beneficiaries in Executive Positions	2	100	2	100
<b>Total Senior Management Positions</b>	<b>8</b>	<b>100</b>	<b>7</b>	<b>100</b>
Total Filled Senior Management Positions	8	100	7	100
Total Vacant Senior Management Positions	0	0	0	0
Total Beneficiaries in Sr. Management Positions	4	50	4	57
<b>Total Middle Management Positions</b>	<b>10</b>	<b>100</b>	<b>11</b>	<b>100</b>
Total Filled Middle Management Positions	8	80	10	91
Total Vacant Middle Management Positions	2	20	1	9
Total Beneficiaries in Middle Management Positions.	3	38	5	50
<b>Total Professional Positions</b>	<b>35</b>	<b>100</b>	<b>36</b>	<b>100</b>
Total Filled Professional Positions	23	66	28	78
Total Vacant Professional Positions	12	34	8	22
Total Beneficiaries in Professional Positions	11	48	16	57
<b>Total Paraprofessional Positions</b>	<b>18</b>	<b>100</b>	<b>21</b>	<b>100</b>
Total Filled Paraprofessional Positions	11	61	17	81
Total Vacant Paraprofessional Positions	7	39	4	19
Total Beneficiaries in Paraprofessional Positions	6	55	14	82
<b>Total Administrative Support Positions</b>	<b>11</b>	<b>100</b>	<b>10</b>	<b>100</b>
Total Filled Administrative Support Positions	8	73	10	100
Total Vacant Administrative Support Positions	3	27	0	0
Total Beneficiaries in Administrative Support Positions	4	50	8	80

\* Note: numbers reflected in this chart reflect the Inuit employment numbers before the reorganization of CLEY that took effect on July 1, 2005. This reorganization is reflected in the projected targets for the 2006-07 fiscal year.

## **Departmental Inuit Employment Initiatives**

The Department of Culture, Language, Elders and Youth is involved in various initiatives that focus on increasing Inuit employment within the department specifically and the Government of Nunavut generally. The following are some of the Inuit employment initiatives that the department will be involved in during the 2006-07 fiscal year:

### **Government of Nunavut wide initiatives that the department is participating in:**

- Youth employment information – The department plans to establish and develop information campaigns specifically directed at young people; to conduct and sponsor youth information forums; develop partnerships with other employers to promote youth information; promote recreation as a career choice; and consult with youth groups about the issues that affect them so that they may make informed decisions that provide them with opportunities for healthier futures.
- Development of an Inuit Qaujimajatuqangit strategic plan – The department plans to develop an Inuit Qaujimajatuqangit strategic plan and implement specific Inuit Qaujimajatuqangit recommendations developed to date by Tuttarviit.
- Inuktitut as the working language – The department plans to implement the *Language Services Guidelines for the Government of Nunavut*; offer a work environment that encourages Inuktitut speaking employees; hire unilingual Inuktitut-speaking staff; and work with the Department of Human Resources to improve the delivery of language training for Government of Nunavut employees, with a particular emphasis on the needs of Inuit.
- Employee orientation program – The department plans to facilitate and assist with the delivery of the cultural orientation component of the Employee Orientation Program (EOP).

### **Initiatives specific to the department:**

- Participation in *Sivuliqtiksatsat internship program* – The department's Corporate Services division is currently training a beneficiary for the Manager of Finance and Administration position for a three-year period ending 2007-2008.



## **ENVIRONMENTAL SCAN**

With a population of 85% Inuit, Nunavut's social and cultural environment is unique 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 Ilippallianginnarniq: 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 has a key role to play in creating a new model for governance in Canada that integrates Inuit societal values through the application of Inuit Qaujimajatuqangit, representative Inuit employment, and Inuktitut.

The Government of Nunavut is also committed to recognizing the status and rights of the territory's French and English speaking minorities. 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 six 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.

Four decentralized branches provide programs and services in the following areas: Official Languages, Community Programs, Culture and Heritage, and Sport Nunavut. In Kugluktuk, Official Languages supports the activities of all government departments and agencies through its Translation Bureau. Community Programs is situated in Igloolik to reach out to non-profit, community-based organizations offering assistance on initiatives related to youth and elders and recreation. Culture and Heritage in Igloolik plays a lead role in preserving the traditional culture of Nunavut through its activities in archaeology, toponymy, museums and archives. This branch is also responsible for the Nunavut Public Library Services operating out of Baker Lake. Sport Nunavut, also in Baker Lake, works with athletes, coaches, recreation coordinators, and

sport officials to promote and develop amateur sport and recreation opportunities in Nunavut. In addition, Sport Nunavut also coordinates and provides funding for major multi-sport games such as the Arctic Winter Games, the Canada Summer and Winter Games, the Western Canada Summer Games and the 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, increasing beneficiary levels across all job categories will facilitate making Inuktitut the working language of government.

In many Nunavut communities, Inuktitut continues to be the first language of the majority of residents. In other areas, however, English is rapidly 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, additional 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, 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. For example, we are developing opportunities for youth 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 building 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 1980s are now aging. Building code issues coupled with Nunavut's tremendous population growth are placing significant demand on the existing infrastructure.

## **Elders**

The majority of Elders in Nunavut 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 focus on our goal of 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, which could provide youth with coping mechanisms and community understanding and support. Many Elders have lived on the land and are the repository of oral history and tradition and may be able to give youth critical adaptation tools, helping them connect with their culture and heritage and to the land where they live. Dialogue between youth and Elders 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, knowledge, 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 in order to reflect Inuit societal values in its daily operations. The inclusion of Elders signals a return to looking at Elders as leaders in society as well as the guardians and teachers of Inuit culture and language.

## **Culture and Heritage**

Nunavut's unique culture and history forms a defining element of the *Nunavut Land Claims Agreement* and of the creation of the territory. The material record of the human history of Nunavut and the accomplishments of past generations takes many forms, including thousands of archaeological sites and artifacts, cultural landscapes, and historic buildings. It also includes vast collections of written documents, photographs,

film, 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 linguistic and human resources 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 official languages of Canada.
- The Government of Nunavut requires guidance in integrating Inuit societal values through the application of Inuit Qaujimajatuqangit.
- The continued transmission and preservation of knowledge from the generation of Nunavummiut who grew up on the land needs to be ensured.
- 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, recreation, 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.
- Strategic planning for the establishment of the Nunavut cultural school must continue.

## CORE BUSINESS

Culture, Language, Elders and Youth programs:

	Budget (\$000)	
	2006-07	2005-06
Directorate	3,350	3,092
Official Languages	2,626	2,311
Culture and Heritage	3,814	3,809
Community Programs	2,586	2,596
Sport Nunavut	3,843	3,828
<b>TOTAL</b>	<b>16,219</b>	<b>15,636</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 Katimajiit. The Policy and Planning, Corporate Services and Inuit Qaujimajatuqangit divisions, as well as the Communications and 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.
- Provide leadership and intra-departmental coordination on the creation of the Nunavut cultural school.

Programs	Budget (\$000)	2006-07	2005-06
<b>Deputy Minister's Office</b>		380	366

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>	246	238
<p>The Assistant Deputy Minister's office is responsible for overseeing the official languages and the Inuit Qaujimajatuqangit operations and services as well as assisting the Deputy Minister in departmental management.</p>		
<b>Policy and Planning</b>	720	699
<p>Reporting to the Deputy Minister, Policy and Planning coordinates strategic planning, develops departmental policy and legislation and oversees the communication function for the department.</p>		
<b>Corporate Services</b>	825	811
<p>Reporting to the Deputy Minister, 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>	1,179	978
<p>Reporting to the Assistant 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>Total, Directorate</b>	<b>3,350</b>	<b>3,092</b>

**Priorities (2005-06)**

- Coordinate between the Inuit Qaujimajatuqangit Katimajiit and Tuttarviit to incorporate culturally relevant approaches into the workplace;  
*Status: In February 2005, a workshop was held on Inuit Qaujimajatuqangit in the workplace.*
- Collaborate with other government departments to develop a feasibility study of the Nunavut cultural school;  
*Status: The department collaborated with the Department of Education and is currently conducting a Piqqusilirivvik feasibility study.*
- Develop internal communication guidelines for the department;  
*Status: Draft departmental communications guidelines have been developed.*
- Coordinate the implementation of the departmental Inuit Employment Plan;  
*Status: The implementation of the Inuit Employment Plan is ongoing.*

### **Priorities (2006-07)**

- Strengthen the presence of the Inuit Qaujimagatuqangit and Tuttarviit throughout Nunavut;
- Assess the Inuit societal values community projects;
- Produce an *Inuit Qaujimagatuqangit in the Workplace* resource manual;
- Coordinate the implementation of the department's Inuit Employment Plan.
- Complete a comprehensive review of the Nunavut cultural school *Piqqusilirivvik feasibility study* and prioritize recommendations for implementation.

### **Official Languages**

Official Languages is responsible for supporting the Government of Nunavut's departments in delivering services to the public in the official languages of Nunavut 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. In addition, the branch is leading efforts to develop new language legislation for Nunavut. Official Languages has a number of initiatives to promote Inuktitut, including its grants and contributions program for community-based language projects, the annual Nunavut Literary Prize and *Asuilaak, the Inuktitut Living Dictionary*.

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

Through the *Canada-Nunavut Co-operation Agreement for French and Inuit Languages*, the branch administers \$2,550,000 of funding provided by the federal Department of Canadian Heritage. The Inuktitut component of this funding is for non-profit organizations and individuals that undertake activities to promote and protect the language. The French funding supports the delivery of the government's French services to the public. This funding also supports non-profit 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 to the public.
- Build a framework to support Inuktitut as the working language of government.
- Develop and maintain *Asuilaak, the Inuktitut Living Dictionary*, as the largest source of information on the Inuktitut language.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Language Translations and Operations</b>		1,651	1,640
The Translation Bureau provides translation services in Inuktitut, Inuinnaqtun, French, and English for the Government of Nunavut.			
<b>Language Promotion, Protection, and 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 and Development</b>		675	371
This program supports new print and electronic resources in Inuktitut and Inuinnaqtun, as well as the development of new terminology. These efforts are crucial to the increased use of Inuktitut as a working language of the Government of Nunavut.			
<b>Total, Official Languages and Services</b>		<b>2,626</b>	<b>2,311</b>

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

- Continue work on implementing the Government of Nunavut's *Language Services Guidelines*;

**Status:** *A new toolbox with resources to help government employees use Inuktitut and Inuinnaqtun when serving the public was released this year. The first Annual Report on the Delivery of Language Services to the Public was tabled in the Legislative Assembly in November 2005.*

- Support the development and consultation of new made-in-Nunavut language legislation;

**Status:** *The new Inuit Language Protection Act and revisions to the Official Languages Act are being drafted.*

- 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;

**Status:** *Negotiations are continuing with the federal government on an appropriate level of support for Nunavut's largest language, Inuktitut, as well as its Anglophone and Francophone minorities.*

#### **Priorities (2006-07)**

- Finalize the drafting of the two language bills: the *Inuit Language Protection Act* and the revised *Official Languages Act*, and all associated regulations;
- Enhance and expand the *Asuilaak, the Inuktitut Living Dictionary*;



- Develop new initiatives to support Inuktitut as a working language of government.

## 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>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Heritage Operations</b>		1,001	1,021
<b>Culture and Communications</b>		275	250

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.

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** 275 250

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** 300 350

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

**Archaeology Program** 129 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, 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** 100 87

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

**Toponymy Program** 110 165

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** 906 881

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** 352 352

Culture and Heritage provides contribution funding to support the operations of community libraries across Nunavut.

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**Total, Culture and Heritage** 3,814 3,809

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**Priorities (2005-06)**

- Develop a long-term archaeology training program and a heritage repatriation strategy for Nunavut;

**Status:** *Training plans are under development in collaboration with the Inuit Heritage Trust. The repatriation strategy and priorities are under discussion with Inuit Heritage Trust.*

- Provide enhanced geographic names services to Nunavummiut;

**Status:** *The Nunavut Geographical Names Committee has been established and has held an inaugural meeting. Plans have been made to establish/support a technical standards working group for geographic names in collaboration with Inuit Heritage Trust, researchers and other agencies. Community support was provided for toponymy research projects through the grants and contributions program.*

- Complete transfer and updating of heritage databases;

**Status:** *Significant progress was made on the development of a place name database in collaboration with Natural Resources Canada. The development of an historic places database was completed. Planning is underway with the governments of the Northwest Territories and Yukon for the transfer of archaeology site records from the Canadian Museum of Civilization for direct administration and management. A database was developed for the Inuit Culture Institute and the museum collections at the Prince of Wales Northern Heritage Centre. Preliminary work on a palaeontology database is underway.*

- Continue strategic planning for the establishment of a Nunavut Heritage Centre;

**Status:** *Work of the Trilateral Working Group on capital financing is ongoing. The department has provided funding for the Capital Financing Study for the Nunavut Heritage Centre.*

- Complete migration of visionary technology in library solutions automated system;

**Status:** *The Government of Nunavut Informatics is working directly with the visionary technology in library solutions to complete migration.*

- Introduce online databases and provide automated circulation for all libraries;

**Status:** *A review of on-line database software is to be initiated. Computer hardware and training requirements have been identified.*

### **Priorities (2006-07)**

- Begin implementation of a long-term archaeology training program in collaboration with the Inuit Heritage Trust;
- Continue strategic planning for the establishment of a Nunavut heritage centre;
- Begin implementation of a heritage repatriation strategy for Nunavut;
- Engage communities in the designation of historic sites through the historic places initiative;
- Build capacity in heritage resource management through the transfer and updating of heritage databases;
- Promote Nunavut's culture and heritage internationally through the *Our Land* exhibition.

## **Community Programs**

Community Programs is the community and organizational development branch of the department. Community Programs funds and provides hands-on support for the development of Elders, youth, and physical activity programs. These programs build capacity in communities through the development of training materials and workshops. Community Programs supports the development of Elders and youth 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.
- Enhance the information and resource sharing across the department between community programs related to heritage, culture and language across Nunavut to eliminate duplication.
- Provide Nunavummiut with the opportunity to have positive volunteer experiences.

- Provide leadership development for volunteers.
- Address the level of physical inactivity in Nunavut through the *Active Living Campaign*.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Community Programs Operations</b>		1,065	1,075
<p>Community Programs provides overall direction and planning for the management of Elders, youth and leisure 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 communities access funding sources; developing a cohesive vision for their organizations; and managing effectively so that objectives are achieved.</p>			
<b>Elders, Youth and Leisure Programs and Services</b>		1,521	1,521
<p>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. Physical activity programs include training for community recreation leaders, facility operations and volunteers.</p>			
<b>Total, Community Programs</b>		<b>2,586</b>	<b>2,596</b>

**Priorities (2005-06)**

- Further develop and pursue specific initiatives related to recommendations from the *Youth Identity Development Strategy*;  
**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 that will conduct interviews with elders using archival pictures.*
- 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.*
- Implement an action plan to address the needs of elders/seniors in Nunavut resulting from the Elder Program Development Strategy;

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

- Collect and document oral history in Nunavut communities;

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

- Create partnerships and develop a Healthy Living Network for Nunavut;

**Status:** *A network has been created with Health and Social Services, Culture, Language, Elders and Youth and Education, along with many other stakeholders across Nunavut. A physical activity week has been created, with the help from other Government of Nunavut departments and community members.*

- Host a volunteer symposium to promote volunteerism and provide training for people working with volunteers;

**Status:** *A symposium was held in March 2005. Volunteers from across the territory attended and participated in workshops and discussion to provide direction where volunteerism should go in Nunavut.*

#### **Priorities (2006-07)**

- 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 specific recommendations resulting from the *Promoting Elders Needs Strategy*: to address the needs of Elders in Nunavut;
- Collect and document oral history in Nunavut communities;
- Build capacity in the Nunavut Volunteer Network, through workshops and a symposium.

#### **Sport Nunavut**

Sport Nunavut is responsible for the promotion and development of amateur sport and recreation in Nunavut by delivering programs and services for the development of athletes, coaches, recreation coordinators, and officials in Nunavut. Sport Nunavut's clients in sport and recreation development are registered territorial sport organizations, Nunavut sport clubs, and municipal corporations. 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, recreation, and sport.
- To provide expertise and financial support for the development of recreational activities.
- To work with stakeholders in developing and promoting traditional sports (Inuit Games) resources and events.

Programs	Budget (\$000)	2006-07	2005-06
<b>Sport and Recreation Program Support</b>		1,486	1,471
These programs are designed to support sport and recreation programs in their administration and operations and to co-ordinate related federal/provincial/territorial and intergovernmental programs and services.			
<b>Sport Nunavut Programs</b>		2,357	2,357
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: technical development funding, sport development funding, events and games funding, and regional recreational activities.			
<b>Total, Sport Nunavut</b>		<b>3,843</b>	<b>3,828</b>

**Priorities (2005-06)**

- Conduct workshops/clinics in developing and promoting traditional sports (Inuit Games) resources and events;  
*Status: An Inuit Games sport development working group is being developed to discuss the promotion and development of Inuit Games.*
- Deliver a series of introductory level coach training course throughout the Territory;  
*Status: The promotion of the home study coaching program for introductory level coaches is being completed.*

- Assist territorial sport organizations and Nunavut sport clubs in the identification, selection, preparation and presentation of Team Nunavut representatives for multi-sport games;

**Status:** *A series of Regional and/or Territorial Championships were held in the following areas: speed skating, arctic sports, wrestling, table tennis, badminton, basketball, volleyball, and hockey (bantam and midget age groups). In addition, under 18 female soccer, under 14 and under 16 soccer championships were held.*

- Seek outside funding that will ensure the continued growth of sport involvement in Nunavut;

**Status:** *Collaboration with sealift providers in the delivery of two table tennis tables to each community in the Kitikmeot Region was achieved.*

- Coordinate the Government of Nunavut's presentation in multi-sport games i.e.: the Arctic Winter Games 2006 and Canada Winter Games 2007;

**Status:** *Sport Nunavut has participated in various meetings and a site visit for the 2006 Arctic Winter Games, including participation in the Pan-Northern strategy meetings with the 2007 Canada Winter Games Host Society.*

- Coordinate the Pan-Territorial Sport Development Strategy;

**Status:** *The Nunavut Youth Olympic Academy was held in Iqaluit and Baker Lake. The Atii Aksut-Aim High program provided funds to territorial sport organizations and sport clubs to enhance their sport development programs. A number of sport groups received funding through the coaching and community sport development fund. The traditional resources contribution from Nunavut to the Department of Municipal and Community Affairs, GNWT continued this fiscal year.*

#### **Priorities (2006-07)**

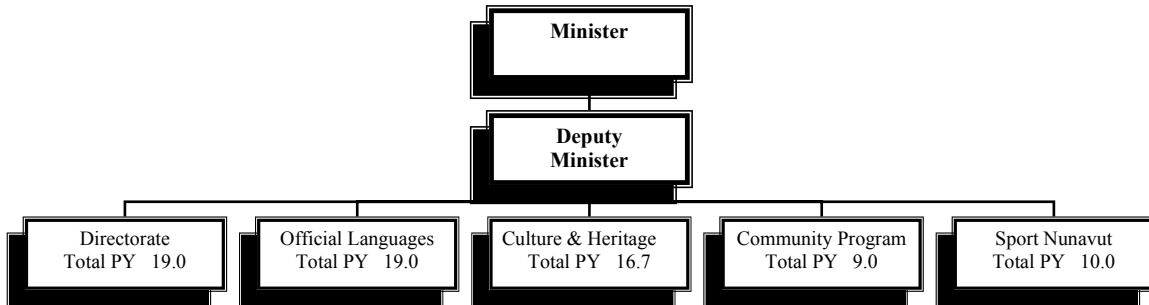
- Work with stake holders in developing and promoting traditional sports (Inuit games) resources and events;
- Continue to provide mentorship and training opportunities to young coaches in Nunavut;
- Assist territorial sport organizations and sport clubs in the development of their individual sports through assistance in coordinating and funding training and competition opportunities;
- 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 and/or joint funding opportunities with private sector agencies 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 and implement the Pan-Territorial Sport Development Strategy;
- Coordinate and implement the Pan North Jeux du Canada Games 2007 Project.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	65.7
Vote 4/5 PYs	8.0
Revolving Fund PYs	-
<b>TOTAL PYs</b>	<b>73.7</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 and Human Resources functions, are all managed from the Iqaluit headquarters office.

### **Official Languages**

Official Languages is responsible for supporting the Government of Nunavut's departments in delivering services to the public 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. In addition, the branch is leading efforts to develop new language legislation for Nunavut. Official languages has a number of efforts to promote Inuktitut, including its grants and contributions program for community-based language projects, the annual Nunavut Literary Prize and *Asuilaak*.

### **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.

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**Financial Summary**

Branch	2006 - 2007 Main Estimates		2005 - 2006 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	2,164	19.0	2,061	18.7
Grants & Contributions	200		200	
Other O&M	986		831	
<b>Subtotal</b>	<b>3,350</b>		<b>3,092</b>	
<b>OFFICIAL LANGUAGES</b>				
Salary	1,430	19.0	1,404	19.0
Grants & Contributions	300		300	
Other O&M	896		607	
<b>Subtotal</b>	<b>2,626</b>		<b>2,311</b>	
<b>CULTURE AND HERITAGE</b>				
Salary	1,431	16.7	1,406	13.7
Grants & Contributions	1,668		1,668	
Other O&M	715		735	
<b>Subtotal</b>	<b>3,814</b>		<b>3,809</b>	
<b>COMMUNITY PROGRAMS</b>				
Salary	1,002	9.0	961	9.0
Grants & Contributions	930		930	
Other O&M	654		705	
<b>Subtotal</b>	<b>2,586</b>		<b>2,596</b>	
<b>SPORT NUNAVUT</b>				
Salary	1,043	10.0	1,018	10.0
Grants & Contributions	2,357		2,357	
Other O&M	443		453	
<b>Subtotal</b>	<b>3,843</b>		<b>3,828</b>	
<b>TOTAL</b>	<b>16,219</b>	<b>73.7</b>	<b>15,636</b>	<b>70.4</b>

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**Department of  
Education**

**Business  
Plan**

*2006-2007*

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## INTRODUCTION

The Department of Education, under the Minister of Education, is responsible for programs and services that support the K-12 school system, post-secondary education, early childhood activities, income support, apprenticeships, trades and occupations, adult basic education, homelessness, literacy and career development.

The department offers a wide 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. In order to successfully deliver these programs and meet the needs of Nunavummiut, the department has developed partnerships with stakeholders within Nunavut and throughout Canada. These partnerships include the participation of Elders, and involve consultations with our schools, communities, Nunavut Arctic College, other Government of Nunavut (GN) departments, the federal government, Inuit businesses and organizations, and public and non-profit boards and agencies.

The department also encourages and supports change within Nunavut through teacher training and development, curriculum and resource development, post-secondary education, training and skills development, and by incorporating Inuit Qaujimajatuqangit, language and culture into all programs and services.

### Our Mission

*The Department of Education works collaboratively to build a learning environment that is seamless, accessible to learners of all ages, inspires excellence among learners and educators, and promotes personal and community well-being.*

### Our Vision

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

*The people of Nunavut value education and are inspired to be actively involved in life-long learning so they may make positive life choices and contribute to the future of Nunavut.*

### Our Principles and Values

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

- A multilingual environment enriches the community experience.
- Nunavummiut learn from an Inuit Qaujimajatuqangit foundation of culture, history, tradition, heritage, and language.

- Nunavummiut should have the opportunity to learn and communicate in their own language.
- Nunavummiut have a strong sense of belonging to the land, to family and to their community. They are also guided by a deep sense of knowing who they are and where they come from.
- Nunavummiut recognize the importance of different kinds and sources of learning, including learning in the classroom, on the land, in the community, in the workplace, and from family members and Elders.
- 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 responsibility to participate fully in learning opportunities, and to contribute to an orderly and safe learning environment. In appropriate circumstances, they also have a right to participate in decisions that affect their schools.
- Partnerships are encouraged to continually improve the education system.
- Nunavummiut understand and believe that Nunavut is part of a larger world community, and they welcome opportunities to live and participate in the changing global environment.

## **Language Services**

- The Department of Education is working to have all voice mail messages in Inuktitut and English.
- Departmental signage is in all four official 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 official languages.
- Education staff are encouraged to have their signature block in all official languages.
- Department of Education staff business cards are printed in all official languages.
- The Department of Education is striving to adhere to the GN's language guidelines in their entirety.
- The department employs Elders to help develop curriculum and learning resource materials.
- In support of the Bilingual Education Strategy, the department is striving to produce curriculum and learning resource materials in Inuktitut and Inuinnaqtun.

## **STRATEGIC COMMITMENT TO PINASUAQTAVUT**

### **Inuit Qaujimajatuqangit**

The Department of Education is working to establish Inuit Qaujimajatuqangit (IQ) as the foundation for its programs and services. As a result, every effort is being made to integrate Inuit traditions and values into service delivery, day-to-day operations, capital planning, and the development of all early childhood, K-12, adult learning, and income support programs. Leading the development and implementation of the Bilingual Education Strategy is just one example of the progress being made in this area.

In order to reflect the wishes of Nunavummiut, the incorporation of IQ is based on the wide range of community conditions, needs and expectations in Nunavut.

### **Healthy Communities**

The Department of Education is offering training opportunities for individuals on income support through the Sivinuksaliruniq initiative. In addition, the department has developed an Adult Learning Strategy that is focusing on training opportunities for individuals living in communities, and policies that will support capacity building at the community level. The department is also supporting Nunavut's Promise, which is a partnership strategy to support the health, learning, safety and wellness of children and youth in Nunavut. The department participates on the Senior Officials Healthy Lifestyles Committee, including developing strategies related to school health.

### **Simplicity and Unity**

The Department of Education will ensure that all policies and procedures are in compliance with the Nunavut Land Claims Agreement, and programs, services, policies and procedures developed by the department are fair, understandable and easy to access – for example the department will begin reviewing the *Public Colleges Act* to ensure simplicity and practicality. The department is also reflecting Inuit societal values and fostering a sense of Inuit ownership by clearly identifying and implementing practical ways to incorporate IQ into the delivery of all programs and services.

### **Self-Reliance**

The Department of Education is complying with the Nunavut Land Claims Agreement during the planning and development of government programs and services. The department is also supporting self reliance by implementing the recommendations in the Adult Learning Strategy and by leading the development and implementation of the Nunavut Trade School. Work is also progressing to enhance and improve the income support system to encourage economic self-reliance and reduce welfare dependency.

## **Continuing Learning**

The Department of Education will table a made-in-Nunavut *Education Act*, as well as begin the community consultation phase to revise the *Public Colleges Act*. Work is also progressing on the development and implementation of a Nunavut Trade School. In addition, the department will begin to implement the recommendations in the Adult Learning Strategy, continue to implement the Bilingual Education Strategy, and work with Nunavut Arctic College to implement the recommendations resulting from the review of the Nunavut Teacher Education program.

## INUIT EMPLOYMENT PLAN

### Departmental Inuit Employment Goal

The Department of Education produces an annual Inuit Employment Plan (IEP) in accordance with Article 23 of the Nunavut Land Claims Agreement. The plan commits the department to achieving the GN Inuit employment goal of 56% across all occupational categories by 2009. IEP statistics as of March 31, 2005 indicate 50% of current employees in the department are beneficiaries.

### Departmental Inuit Employment Targets

	As of March 31, 2005		Target for 2006-07	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>983</b>	<b>100</b>	<b>1,134</b>	<b>100</b>
Total Filled Positions	894	91	907	80
Total Vacancies	89	9	227	20
Total Beneficiaries	447	50	447	49
<b>Total Executive Positions</b>	<b>3</b>	<b>100</b>	<b>3</b>	<b>100</b>
Total Filled Executive Positions	3	100	2	67
Total Vacant Executive Positions	0	0	1	33
Total Beneficiaries in Executive Positions	1	33	0	0
<b>Total Senior Management Positions</b>	<b>17</b>	<b>100</b>	<b>17</b>	<b>100</b>
Total Filled Senior Management Positions	16	94	15	88
Total Vacant Senior Management Positions	1	6	2	12
Total Beneficiaries in Sr. Management Positions	4	25	4	27
<b>Total Middle Management Positions</b>	<b>114</b>	<b>100</b>	<b>119</b>	<b>100</b>
Total Filled Middle Management Positions	104	91	109	92
Total Vacant Middle Management Positions	10	9	10	8
Total Beneficiaries in Middle Management Positions.	32	31	33	30
<b>Total Professional Positions</b>	<b>478</b>	<b>100</b>	<b>499</b>	<b>100</b>
Total Filled Professional Positions	466	97	473	95
Total Vacant Professional Positions	12	3	26	5
Total Beneficiaries in Professional Positions	123	26	124	26
<b>Total Paraprofessional Positions</b>	<b>227</b>	<b>100</b>	<b>343</b>	<b>100</b>
Total Filled Paraprofessional Positions	194	85	189	55
Total Vacant Paraprofessional Positions	33	15	154	45
Total Beneficiaries in Paraprofessional Positions	180	93	173	92
<b>Total Administrative Support Positions</b>	<b>144</b>	<b>100</b>	<b>153</b>	<b>100</b>

	As of March 31, 2005		Target for 2006-07	
	Number #	Capacity %	Number #	Capacity %
Total Filled Administrative Support Positions	111	77	119	78
Total Vacant Administrative Support Positions	33	23	34	22
Total Beneficiaries in Administrative Support Positions	107	96	113	95

## 2006-07 Inuit Employment Initiatives

The Department of Education has been very successful meeting its Inuit employment targets in the paraprofessional (93% beneficiaries) and administrative support (96% beneficiaries) categories. However, the department has remained at a 49-50% overall Inuit employment range since 2001.

Before the department can increase its overall level of employment of Inuit beneficiaries, significant progress will have to be made towards increasing the number of Inuit teachers and middle managers. With this in mind, the department and Nunavut Arctic College (NAC) have completed a review of the Nunavut Teacher Education program. During the 2006-07 fiscal year, the department and NAC will jointly work to implement the recommendations resulting from the review, with the ultimate goal of significantly increasing the number of Inuit teachers graduating from the program.

The department is also leading GN-wide IEP education initiatives in both the K-12 and adult post-secondary systems. Over the long-term, the Nunavut Adult Learning Strategy and the future Nunavut Trade School are expected to improve adult education and employment opportunities for Inuit throughout Nunavut. Future success is dependent upon linking separate initiatives such as the IEP, the Nunavut Adult Learning Strategy, management internship and professional development programs in order to avoid duplication and maximize return on investment.

Other initiatives underway in the department include: hiring interns from the Sivuliqtiksat Management Internship program; re-writing job descriptions to ensure there are no systemic barriers; staff orientation programs for new hires; ensuring employees have meaningful work; ensuring the workplace is comfortable for Inuit employees; employing Elders for curriculum and learning resource material development; encouraging and supporting employee training; and internally promoting the departmental IEP.



## ENVIRONMENTAL SCAN

There are many environmental factors that shape the development of programs and services delivered by the Department of Education, including demographic and socio-economic factors and change, geography, and educational needs. By looking at the past and comparing it to the present, the department can anticipate change and plan for the future.

### Population and Geography

Nunavut has the smallest population of any province or territory in Canada, with an estimated population of 29,644 (July 2004), while the total population of Canada was estimated to be 31,946,316. The population of Nunavut lives in 26 communities spread across a geographic area encompassing three time zones and 1,994,000 square kilometers, or approximately 20% of Canada's total land area.

Between 1996 and 2001 only three provinces and one territory in Canada had population growth rates above the national average. Alberta's population soared 10.3%, Ontario gained 6.1%, British Columbia gained 4.9% and Nunavut's population rose 8.1%.

The number of individuals born each year in Nunavut has been relatively consistent over the last five years, which is expected to have a positive or stabilizing impact on Nunavut's schools, as the rapid growth experienced during the 1990s begins to slow down.

### Inuit Qaujimagatuqangit, Language and Culture

Nunavut is the only jurisdiction in Canada where the majority of residents are Aboriginal and predominantly of one ethnic group. Inuit make up approximately 85% of the population of Nunavut. According to the 1986 Canadian Census, 92% of people whose mother tongue is Inuktitut could speak fluently. However, by 1996 this figure had declined to 84%. While the use of Inuktitut as a first language has been declining, today approximately 75% of Inuit still speak various Inuktitut dialects as their first language.

Statistics available from Statistics Canada provide the following demographic linguistic data for Nunavut:

#### Population by Mother Tongue, Nunavut (2001 Census)

Mother Tongue	Population (%)
Inuktitut	69.6
English	26.8
French	1.5

Source: <http://www40.statcan.ca/101/cst01/demo11d.htm>, December 2, 2005

In some regions of Nunavut, the use of Inuktitut is strong and represents the first language of the majority of residents. In other areas, however, English is rapidly supplanting Inuktitut as the first language. While 85% of the population is Inuit, overall, approximately 70% of the population speaks Inuktitut or Inuinnaqtun as their first language. With regard to culture, the GN is committed to incorporating IQ into the daily operation of the government, including all boards and agencies.

During the coming years, the Department of Education will be challenged to successfully incorporate IQ, language and culture into all of its programs and services. The following initiatives will be critical to success in this area: continued implementation of the Bilingual Education Strategy; development of more Inuktitut learning resource materials; implementation of the recommendations in the Nunavut Adult Learning Strategy and the review of the Nunavut Teacher Education program; and assisting the Department of Culture, Language, Elders and Youth (CLEY) with the development of the academic component of the Nunavut Cultural School.

### **Kindergarten to Grade 12 (K-12) Schools**

Education attainment levels within Nunavut have shown significant improvement over the last 20 years, and the number of individuals with less than a grade 9 education continues to decline. Young people are staying in school longer and reaching higher educational levels. However, graduation rates from grade 12, college, and university remain below national averages.

The gradual improvement in the number of high school graduates has been supported by a number of factors, including the grade extension program where community schools were gradually expanded to include grade 12 programs, an increase in the number of Inuit role models, and the realization by students that more opportunities exist within Nunavut if they have a grade 12 diploma. Although the current trend is promising, much remains to be done to ensure Nunavut reaches national grade 12 graduation rates.

In addition to increasing grade 12 graduation rates, the department will face numerous challenges in the K-12 school system during the next few years—including the need to improve student attendance, implement the Bilingual Education Strategy, and offer multiple options for students that would prefer to pursue careers in trades and occupations.

The total number of students enrolled in the K-12 system has been relatively stable during the past five years, however full time equivalent (FTE) enrollments increased by 3% during the past fiscal year, which continues to have a direct impact on school teaching and resource requirements. Kindergarten enrollments normally count as one half of a full-time equivalent.

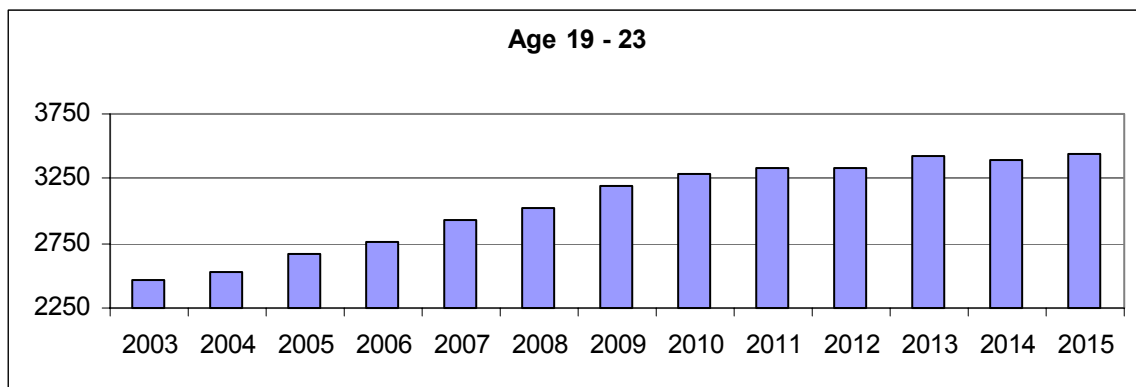
## Early Childhood Education

There is currently a lack of licensed community child care facilities across Nunavut, and the child care spaces available do not meet the demand. The government does not operate child care facilities, but it does offer funding and support to help organizations or groups to operate these facilities. However, the biggest obstacle to starting a day care centre is the lack of available community buildings.

## Adult Programs and Services

As the chart below indicates, the number of young people in the 19 to 23 year-old age group in Nunavut is expected to dramatically increase over the next ten years. These increased numbers will have a significant impact on the demand for adult programs and services. Education and training will be the key to providing Nunavummiut with the necessary skills to take advantage of emerging employment opportunities within Nunavut.

**Population: 19-23 Years of Age Group, 2003 - 2015**



Source: Nunavut Bureau of Statistics

The need for additional resources to address the needs of this group will also grow during the coming years. The department can expect to see increased demand in all of the following program areas: post-secondary education, student financial assistance, early childhood services, literacy, trades training, apprenticeships, adult basic education and income support.

The development of partnerships that support the development goals of Nunavut is critical. There is a need to identify priorities, plan development, and monitor and evaluate adult training and education initiatives. In order to address these issues, the department will implement the Nunavut Adult Learning Strategy and lead the development of the Nunavut Trade School.

## **Income Support**

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. The program strives to enable individuals to make productive choices according to their level of health, ability and effort. These choices include community healing, education, training and work opportunities (wage and land-based).

The high demand in Nunavut for income support results from factors such as low levels of education, literacy, opportunities for meaningful employment, availability of employment, readiness for employment and education, community wellness, and health concerns.

During the past few years, income support caseloads and expenditures have been relatively stable, with monthly caseloads between 2,800 and 3,200. The average length of time a household spent on income support during 2003 was approximately six months (not necessarily continuous). Approximately 5,500 different heads of household continue to seek income support during the year, which represents over 60% of all households in Nunavut. While the average number of people on income support varies by community, even some decentralized communities can have over 70% of the population on income support at any given time.

The food allowance under the Social Assistance Benefit Rates was increased by 10% in 2004, and a further 5% in 2005. These were the first rate increases 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 the income is accurately reported. Any additional income that is reported serves to reduce the amount of social assistance benefits paid, and allows for the reinvestment of funds to 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.

There is an urgent need for an electronic income support case management system in Nunavut. Such a system could track program overpayments, produce cheques, track earned income, produce statistics, meet federal reporting requirements under the National Childcare Benefit, and automatically produce taxable income statements (T-5s) at the end of the calendar year. The system could also help identify individuals who need help applying for their eligible federal old age benefits.

Income support workers play a vital role in their communities, however they often feel isolated and threatened because they lack adequate support mechanisms, training, career paths and a sense of accomplishment. In order for Income Support workers to be more effective in their jobs they will need more professional development and training.

## Critical Issues

The Department of Education recognizes the challenges faced by Nunavut and believes the following major issues will impact the department during the coming years:

- Nunavut has a young and rapidly growing population that will place increasing demands on all programs and services provided by the department.
- The education and skill levels of the population are below those needed to meet the cultural and practical needs of the people of Nunavut.
- The department needs to implement the recommendations in the Nunavut Adult Learning Strategy.
- There is a need to improve adult learning and post-secondary systems in order to meet the personal, community and territorial needs of Nunavummiut.
- There is a need to reform the educational system to meet the needs of students, parents and communities.
- The department needs to table the new made-in-Nunavut *Education Act*, and begin the community consultation phase to revise the *Public Colleges Act*.
- The department needs to continue to implement the Bilingual Education Strategy and introduce multiple options in the K-12 education system.
- The department needs to develop policies and procedures that are designed to improve program delivery and accountability.
- There is a need for meaningful IQ research and its application to departmental initiatives such as curriculum and learning resource development.
- The department needs to lead the development and implementation of a Nunavut Trade School.
- There is a need to encourage self-sufficiency and self-reliance in individuals, while at the same time supporting those individuals with the greatest need.
- The department needs to support inter-departmental suicide prevention and school health initiatives.
- The Income Support program needs an electronic case management system in order to improve program effectiveness, efficiency and accountability.
- The department needs to work with Nunavut Arctic College to improve and expand the Nunavut Teacher Education program.
- There is a need to develop curriculum, support services and learning resources that meet the linguistic and cultural needs of Nunavut.

## CORE BUSINESS

The Department of Education is one of the largest departments within the GN. 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.

Budget accountability for the delivery of income support rests with the three regional offices of Career and Early Childhood Services in Pangnirtung, Rankin Inlet and Cambridge Bay. However, for the purposes of the Business Plan, all aspects of income support including delivery, policy and compliance are grouped together as a “line of business”. Care should be taken when linking activity presented in this Business Plan to the department’s 2006–2007 Main Estimates that present the actual appropriation by branch.

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

	Budget (\$000)	
	2006-07	2005-06
Early Childhood Education	2,650	2,900
K-12 Schools	115,495	107,391
Post-Secondary	22,782	21,938
Adult Programs	5,588	5,661
Income Support	33,610	31,521
Administrative Support Services	4,143	4,385
<b>TOTAL</b>	<b>184,268</b>	<b>173,796</b>

### Early Childhood Education

The Early Childhood Education program offers support for early childhood initiatives from birth to age six 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 appropriate child-rearing.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Healthy Children Initiative</b>		915	1,165
<p>The Healthy Children Initiative (HCI) provides funding for communities to develop or enhance programs for prenatal children to age six, with an emphasis on providing early intervention programs and supportive services. HCI provides funding through two programs. The first program is Community Initiatives, 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 Supportive Child Services, 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, District Education Authorities [DEA--Note: DEA includes the <i>Commission Scolaire Francophone du Nunavut</i> (CFSN) throughout this document] or hamlet offices, and administered by regional committees.</p>			
<b>Day Care Grants and Contributions</b>		1,585	1,585
<p>Community day care centres are licensed by the Department of Education under the <i>Child Day Care Act</i>. Regional offices are responsible for issuing start up grants to new day cares, 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</b>		150	150
<p>This program provides day care spaces for children of parents who are 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, provides funding to cover the cost of child care in order to encourage young parents to complete their studies.</p>			
<b>Total, Early Childhood Education</b>		<b>2,650</b>	<b>2,900</b>

**Priorities (2005-06)**

- Support the development of additional licensed child care facilities in larger communities;

**Status:** *Training sessions were held with child care workers and supervisors regarding the inspection and licensing of child care facilities. A number of non-operating child care facilities were subsequently relicensed and opened.*

- Implement programs that promote healthy pregnancy, birth and infancy, and parenting and family supports, including the Young Parents Stay Learning program;

**Status:** *The Young Parents Stay Learning program commenced operation. In addition, a coordinator for the Nunavut's Promise program was hired to coordinate*

*and promote the health, learning, safety and wellness of children and youth in Nunavut.*

### **Priorities (2006-07)**

- Ensure Nunavut participates in the development of a National Early Learning and Child Care Strategy.

### **K-12 Schools**

The K-12 School programs and services are directed at schools across Nunavut. This program includes the delivery of kindergarten to grade 12 instruction, support services to students, teacher training, support to DEAs, 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 or the career of their choice.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Kindergarten – Grade 12 Instruction</b>		85,638	78,009
Provides support to schools across Nunavut for the delivery of the kindergarten through grade 12 educational program. This support covers compensation and benefits and other O&M costs related to the delivery of the K-12 program.			
<b>Support to District Education Authorities</b>		10,159	9,772
Provides contribution funding to DEAs for the administration and delivery of educational programs.			
<b>Inuit Educational Leadership</b>		325	354
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 contribution funding to Nunavut Arctic College to support Inuit education leadership and the delivery of teacher education programs that are linked with the Inuit Employment Plan and Article 23 of the Nunavut Land Claims Agreement.		
<b>Teacher Professional Development</b>	2,161	2,077
Provides contribution funding through a contractual agreement with the Teachers Federation Joint Committee, which is comprised of the Federation of Nunavut Teachers (FNT) and the Department of Education management staff. Teachers are able to access professional development opportunities.		
<b>Curriculum &amp; School Services</b>	5,318	5,259
Provides 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>	199	211
Provides overall direction and administration for student records, teacher certification and school program reviews through the new School Services section in Pangnirtung.		
<b>School Operations – Regional</b>	9,610	9,510
Three regional school operations offices provide services and ongoing support to DEAs, and program support and supervision of 42 schools (K-12) across Nunavut.		
<b><i>Commission Scolaire Francophone</i></b>	85	199
Provides funding for the <i>Directeur-Général</i> position and delivery of French educational programs.		
<b>French Program</b>	121	121
Provides funding for French language services in the Department of Education, including: promoting the use of French language education, support for French language curriculum and support for French language rights under the Charter of Rights and Freedoms.		
<b>Total, K-12 Schools</b>	<b>115,495</b>	<b>107,391</b>

**Priorities (2005-06)**

- Continue to develop and implement the Bilingual Education Strategy.

**Status:** *Improved bilingual capacity of staff, students and communities was accomplished by establishing the Language of Instruction Working Group, piloting community Language of Instruction planning, developing a teacher orientation CD, developing new Inuktitut teaching modules for the senior secondary levels, developing and delivering a K-6 planning in-service workshop, preparation for French Immersion programs in Iqaluit, delivering in-service on grades 7-9 English Language 2 teaching units and guidebook, expanding French translation services, actively participating in curriculum development issues and sponsoring regional activities such as a Language Revitalization conference and literacy enhancement.*

- 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 the Educational Leadership program.

**Status:** *This priority was accomplished with continuing research with Elders, by reviewing IQ principles at regional principal conferences, supporting Inuit contact teachers in schools, basing the new staff evaluation process on IQ principles, providing sessions at FNT teachers' conferences, developing new teaching modules, and developing the grade 10 land claims unit with Nunavut Sivuniksavut graduates.*

- Develop and implement initiatives that support schools in creating welcoming, safe and caring environments for students, staff, and parents, by revising school growth plans, sponsoring student leadership projects, sharing best practices across Nunavut, and providing assistance to Regional School Operations on building capacity of DEAs, parents and staff through establishment of a DEA Steering Committee.

**Status:** *Positive school environment initiatives were delivered by making videos of classroom best practices, supporting bullying prevention programs, offering 'TRIBES' (a way of managing classrooms through ongoing small groups) and Effective Behaviour Support training, establishing the DEA Steering Committee, delivering a DEA and Commission Scolaire Francophone capacity building session in the Educational Leadership program, developing new culturally appropriate teaching modules, continuing close collaboration with the Department of Health and Social Services, sponsoring students to travel and attend national conferences and establishing a pilot community in which to introduce the wrap-around process.*

- Implement plans to support students with special needs, through additional resources for educational assessment specialist, additional student support staff and training.

**Status:** *This priority was achieved by obtaining new funding for 40 additional student support assistants, eight additional school community counsellors plus related training, through the development of a procedural manual for implementing inclusive education in Nunavut schools, and establishing a new position for a coordinator of school psychological services in Pangnirtung.*

- Undertake the development of initiatives to address drop-out rates.

**Status:** *The following new initiatives were undertaken: consulting stakeholders such as employers and universities on Multiple Options programs for secondary schools, providing feedback to DEAs and youth on previous Multiple Options consultations, reviewing proposed Multiple Options programs with regional staff and representative teachers, implementing grade 10 pre-trades pilot project in Kugluktuk, extending the 'Grizzlies' attendance incentive approach to other schools and analyzing statistics on drop out rates to assist with determining best practices.*

- 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.

**Status:** *Increased support for consistent staff evaluation and growth planning was achieved by establishing a Nunavut-wide working group to develop, review and pilot innovative teacher and principal evaluation tools based on the IQ principles and providing sessions on school improvement planning for regional principal conferences and the Educational Leadership Program.*

- Implement initiatives to improve student assessment in Nunavut schools.

**Status:** *The following new initiatives were implemented: revision of the Ilitaunnikuliriniq Assessment document, development of a classroom assessment document in partnership with the Western and Northern Canadian Protocol, development of new teaching modules, delivery of the Ilitaunnikuliriniq assessment workshops for classroom teachers, establishment of a new position for Coordinator of Student Assessment, development of a Grade Three Math Assessment Tool and establishment of Grade Seven Writing Sample projects.*

- Implement the updated school funding formula.

**Status:** *This priority was achieved by completing the first phase of the funding formula project and by allocating new funding for additional teaching positions, custodians, language specialists and program support teachers. Obtaining additional operations and maintenance funding for DEAs for casual staffing and freight costs and negotiating a four year funding agreement for French language instruction also contributed to achieving this priority.*

- Develop and implement new spending accountability procedures for student support resources.

**Status:** *Increased accountability for student support resources was implemented by establishing reporting procedures for all Regional School Operations and related expenditures.*

- Establish a profile for schools based on IQ, develop a related framework for school reviews and conduct operational reviews to ensure consistency in the delivery of curriculum and assessment of students.

**Status:** *Ensuring IQ is the foundation of school initiatives priorities was achieved by revising and reviewing the IQ Framework with Regional School Operations staff,*

*developing a School Improvement model and establishing the new School Program Evaluation position.*

- Review the regional teacher performance appraisal processes, develop a Nunavut-wide approach, including recognition of teacher excellence, and conduct teacher performance appraisals.

**Status:** *The teaching excellence priority was achieved by developing best practices videos, developing a draft teacher evaluation tool, and establishing a Nunavut-wide working group to review and pilot the tool and new procedures.*

- 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:** *Regional DEA and Commission Scolaire Francophone meetings with the Minister of Education were held to discuss the funding formula. Discussions included revising the current approach, establishing a 1:20 teacher-pupil ratio and identifying priority areas for the next phases of funding formula development.*

- Complete the directive on inclusive education.

**Status:** *A departmental format was implemented for creating, reviewing, approving and translating draft procedures. The Inuglugijaittuq–Inclusive Education in Nunavut Schools procedures binder then followed this process.*

- Provide support for the establishment and implementation of the Commission Scolaire Francophone.

**Status:** *The Commission Scolaire recruited a Director General/Superintendent, provided training to trustees, developed operational policies and procedures, and provided direction for a new vision and mission statement.*

- Advance and ensure that IQ is integrated into the curriculum through the support of Elders working with the Department of Education.

**Status:** *Processes to ensure that curriculum is developed within the context of IQ included: researching IQ with the Elders' Advisory Committee members, including Elders as members of all curriculum working groups, and inviting Elders to make presentations to the Educational Leadership program and the teacher professional development sessions.*

- Advance and ensure that IQ 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.

**Status:** *Support for Inuit leadership styles and co-principals was achieved by staffing, developing and delivering the Educational Leadership program, continuing*

*to hire and train co-principals through activities such as internships, and involving Elders in early childhood programs in some communities.*

- Complete the content and process of long term community language plans, pilot the process in several communities and revise for use across Nunavut.

**Status:** *Community language planning was supported by implementing experimental programs such as the French full day kindergarten, piloting the Coral Harbour Language of Instruction project, and implementing the Language of Instruction Working Group's recommendations.*

### **Priorities (2006-07)**

- Work with DEAs, the *Commission Scolaire Francophone* and school staff to set goals for the actualization of the Bilingual Education Strategy;
- Develop the K-12 curricula and Inuktitut teaching resources that are set out in the departmental work plan and the Bilingual Education Strategy;
- Strengthen DEAs and the *Commission Scolaire Francophone* through the DEA Steering Committee and the dissemination of information and the provision of skills training;
- Collaborate with the FNT and Nunavut Arctic College to develop strategies for teacher education that allows for increased training;
- Hold in-service professional development training for teachers on effective student assessment practices that are appropriate for Nunavut;
- Increase the capacity of the Regional School Operations offices to allow them to deliver support to ensure accountability, student success, training and professional development, and to implement the Bilingual Education Strategy;
- Complete consultations with DEA, *Commission Scolaire Francophone* and school staff regarding the implementation of phase II of the school funding formula;
- Authorize new graduation options to enable implementation of the Multiple Option Strategy;
- Explore distance education programs and delivery methods;
- Collaborate with other government departments to ensure the integration of healthy living strategies under the School Health Initiative;
- Facilitate the Nunavut school improvement planning process, which involved DEAs and Communities in supporting program planning and assessment, instruction, positive learning environments and professionalism;
- Prepare a process for system-wide assessment in math and writing linked to the outcomes of new Nunavut curricula;
- Recruit more francophone students and support the right-holders of the *Commission Scolaire Francophone du Nunavut*;

- Complete the feasibility study for a French Immersion program.
- Support the CSFN in the implementation of its action plan.

## 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 (Nunavut Arctic 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, loans and scholarships. 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>2006-07</b>	<b>2005-06</b>
<b>Nunavut Arctic College</b>		15,899	15,179
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, diploma and career programs. The college also participates in several partnership arrangements, including brokering programs with other post-secondary institutions and private sector partners.			
<b>Financial Assistance for Nunavut Students (FANS)</b>		6,417	6,490
The program provides primary grants to individuals attending post-secondary educational institutions. The program provides help for tuition, books, other fees, travel, accommodation and other eligible living expenses. The budget also provides for the staffing infrastructure to support the delivery of FANS in Nunavut.			
<b>Adult Learning</b>		266	269
The Director's office oversees the delivery of programs in adult literacy, apprenticeship, career planning and student financial assistance.			

**Inuit Cultural School**

200 –

In support of Pinasuaqtavut, this program provides initial funding for planning the development and implementation of the academic component of the Inuit Cultural School.

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<b>Total, Post-Secondary</b>	<b>22,782</b>	<b>21,938</b>
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**Priorities (2005-06)**

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

*Status: Negotiations with the Canada Millennium Scholarship Foundation have been initiated to update the delivery of this program. Work with the Pan-Canadian Working Group on financial assistance is also underway. However, prior to accomplishing this priority, a review of the Student Financial Assistance Act, regulations, policies and guidelines needs to be completed to ensure effective program delivery, accountability and eligibility.*

**Priorities (2006-07)**

- Review the *Student Financial Assistance Act*, regulations, policies and guidelines to ensure effective program delivery, accountability and student eligibility.
- Complete community consultations for revisions to the *Public Colleges Act*.
- Work with Nunavut Arctic College to implement recommendations arising from the review of the Nunavut Teacher Education program;
- Develop and implement a formal post-secondary program approval process.

**Adult Programs**

The economic potential of Nunavut is closely linked to, and respects the contribution of, Inuit culture and language.

Adult Programs within the Department of Education focus on literacy, career development, apprenticeship training, 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 have 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 leading the development and implementation for the Nunavut Trade School.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Career Development</b>		95	100
This program develops and implements a coordinated plan for career/labour market training programs to meet the needs of residents. It is linked to regional field operations.			
<b>Apprenticeship Programs</b>		1,095	1,168
The Apprenticeship program provides financial and other student support services for apprentices accessing training programs. Activities include encouraging and gaining employer involvement and the support of private sector employees. This program area provides policy direction, administration, program development, national coordination, and certification on matters related to apprenticeship in Nunavut - including maintaining an indentured apprentice registry; facilitating the Nunavut Apprenticeship, Trade and Occupations Board; and undertaking initiatives with training providers and employers.			
<b>Adult and Trades Education</b>		378	408
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.			
<b>Literacy</b>		379	382
Literacy funding supports literacy in partnership with other agencies, with a focus on improving adult literacy across Nunavut. This program also includes funding for General Educational Development (GED) testing in Nunavut.			
<b>Training on the Job</b>		794	844
This program provides subsidies to employees to assist Nunavut residents in developing the 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.			
<b>Career and Early Childhood Services – Regional</b>		2,721	2,739
The regional offices oversee the delivery of the income support program, Day Care Subsidy, Senior Fuel Subsidy, career development, training on the job and apprenticeship in the regions as well as maintaining financial information at the regional level.			
<b>Skills Canada</b>		126	20
The program is responsible for financial management, board development and governance, organizational leadership, fundraising, and program development for Skills Canada/ Nunavut.			
<b>Total, Adult Programs</b>		<b>5,588</b>	<b>5,661</b>



**Priorities (2005-06)**

- Complete the Adult Learning Strategy, Trades Training Strategy and Mine Training Strategy.

**Status:** *The Adult Learning Strategy, which includes trades training, was completed and will be tabled during the fall (2005) session of the Legislative Assembly. The Department of Education is working with the Department of Economic Development and Transportation to develop strategies for mine specific training.*

- Complete a feasibility study on a Nunavut Cultural School.

**Status:** *The feasibility study was completed.*

- Complete a feasibility study on a Nunavut Trade School.

**Status:** *The feasibility study was completed.*

- 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.

**Status:** *Work continues in this area. Trades certification is an integrated issue that is supported within the overall recommendations in the Adult Learning Strategy.*

- Seek partners, including the private sector, to provide funding for a wide range of trades training initiatives that would be offered in Nunavut.

**Status:** *This is an ongoing priority. The department continues to solicit funding through federal programs, while continuing to work within the current Labour Market Framework Agreement.*

**Priorities (2006-07)**

- Implement the Cabinet approved recommendations in the Adult Learning Strategy;
- Lead the development and implementation of a Nunavut Trade School;
- Work in partnership with the Department of Culture Language Elders and Youth on the development of the academic component of the Nunavut Cultural School;
- Research the current status of literacy in Nunavut and develop a comprehensive literacy framework that will meet the needs of Nunavummiut;
- Research and develop a user friendly Career Development Officer Training Manual for use across Nunavut;
- Review the *Apprenticeship, Trades and Occupation Act*;
- Research options for labour market case management systems.

## Income Support

The purpose of the Income Support program is to help people make decisions about their future in order to become, or continue being, 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. It also provides support 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 for seniors and the disabled.

### Objectives

- To provide financial and other support to those in need during their transition to employment, training and/or other productive and wellness activities.
- To facilitate and identify the need for 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.

Programs	Budget (\$000)	2006-07	2005-06
<b>Income Support (Social Assistance)</b>		26,603	24,414
<p>This program provides for the regional delivery of Income Support program benefits made under the <i>Social Assistance Act</i> and regulations, including 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.</p> <p>National Child Benefit (NCB) reinvestment funds relate to adjustments made to provincial/territorial (P/T) 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.</p>			
<b>Day Care Subsidy</b>		655	505
<p>This is a regionally administered needs-tested program established under the <i>Social Assistance Regulations</i>. The program provides financial support to low income families to access day care and other child care services.</p>			

**Seniors Fuel Subsidy** 130 130

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

**Territorial Senior Supplement Benefit** 1,012 1,012

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

**Building Careers – Training** 914 869

This program is dedicated to the provision of training incentives and the development and implementation of various courses and workshops that try to reduce barriers faced by those accessing income support.

**Community Income Support Delivery** 1,137 1,503

This is a regionally administered program that funds individual communities through service contracts to deliver income support programs. The contracts provide funding to assist individual communities to administer and deliver the income support program in accordance with the provisions of the *Social Assistance Act*, regulations and related policies and procedures.

**Social Assistance Administration – Regional** 1,911 1,868

This is a regionally administered program to administer and deliver the income support program in accordance with the provisions of the *Social Assistance Act*, regulations and related policies and procedures.

**Income Support – Director** 1,023 1,001

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 for regional operations. The office also undertakes policy development for all activities related to income support for the territory.

**Income Support – Program Compliance** 225 219

This program monitors accountability and ensures that the *Social Assistance Act*, regulations, policies and procedures and other related statutes are adhered to in the delivery of the income support 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.

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<b>Total, Income Support</b>	<b>33,610</b>	<b>31,521</b>
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#### **Priorities (2005-06)**

- Enhance the Nunavut Income Support program to encourage economic self-reliance and reduce welfare dependency.

**Status:** *The Income Support program has been reviewing the regulations to ensure possible program efficiencies are identified. In addition, program administration has been improved through continuous staff training initiatives.*

- Implement a 5% increase in food allowance benefits.

**Status:** *Schedule B of the Social Assistance Regulations (Nunavut food scale) was amended to increase the food allowance by 5%.*

- Implement the exemption for co-operative refunds (dividends) under the *Social Assistance Regulations*.

**Status:** *The exemption for co-operative refunds was implemented, and all Income Support workers were notified accordingly.*

- Develop partnerships and options to improve support for training linked to income support.

**Status:** *The Income Support program is working within the framework of the Adult Learning Strategy, and continues to maintain close links with provincial programs in other jurisdictions. In addition, the program has been helping to promote initiatives through Skills Canada Nunavut.*

- Implement an electronic case management system for use across Nunavut.

**Status:** *The department has explored the viability of adapting electronic case management systems from other jurisdictions for use in Nunavut, including the CMAS system used by the GNWT. However, this work is ongoing.*

#### **Priorities (2006-07)**

- Develop and implement an electronic case management system for use across Nunavut;
- Complete a review of the funding formula for community contracts to deliver income support.

## Administrative Support Services

Administrative Support Services includes the Directorate, Corporate Services and Policy and Planning. The Directorate provides overall direction and leadership for the department. Centralized services are provided by Corporate Services and Policy and Planning. The Deputy Minister and Assistant Deputy Ministers provide advice to the Minister of Education 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 IQ 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>2006-07</b>	<b>2005-06</b>
<b>Directorate</b>		1,198	1,322
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.			
<b>Policy and Planning</b>		847	982
Policy and Planning has responsibility for developing departmental policy and communications. It is responsible for integrating and coordinating policy, legislation development, departmental planning, and providing advice on policy and strategic direction to the Directorate, as required. Policy and Planning also works to ensure effective communication within the department, the GN and with Nunavummiut.			
<b>Corporate Services</b>		2,098	2,081
The Corporate Services Director's office administers the following four areas: finance and administration; human resources; capital planning; and information systems/integrated computer technology. It provides direction for financial services for the department.			
<b>Total, Administrative Support Services</b>		<b>4,143</b>	<b>4,385</b>

### Priorities (2005-06)

- Develop the legislative review and amendments to the made-in-Nunavut *Education Act*.

**Status:** *Community consultation and legislative policy review was completed. The new Education Act will be tabled in the Legislative Assembly during the 2006-07 fiscal year.*

- 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.

**Status:** *Initiatives underway include hiring interns from the Sivuliqtiksats Management Internship program, rewriting job descriptions to ensure there are no systemic barriers, staff orientation programs for new hires, ensuring employees have meaningful work, and ensuring the workplace is comfortable for Inuit employees.*

- Develop and implement a departmental communication strategy.

**Status:** *Work has commenced on the communications strategy, which is expected to be completed prior to the end of the fiscal year.*

- Establish the Homelessness Secretariat in order to provide contribution funding to agencies responsible for providing programs and services to the homeless in Nunavut.

**Status:** *Guidelines for the Homelessness Secretariat have been established, including the review committee and the process for reviewing eligibility.*

- Advance and ensure that IQ is integrated into the workplace. This work will be monitored through the IQ Coordinator and the departmental IQ Committee.

**Status:** *Integrating IQ into the workplace, including all programs and services delivered by the department is an ongoing process. The IQ Coordinator and IQ Committee oversee and report to the Deputy Minister regarding the success of IQ integration.*

- Ensure all policies, directives and communication materials are reviewed by the IQ Coordinator for appropriateness and modified as required.

**Status:** *A process has been implemented to ensure the IQ Coordinator is involved in the review of all policies, directives and communication materials.*

- Advance IQ within the capital planning process.

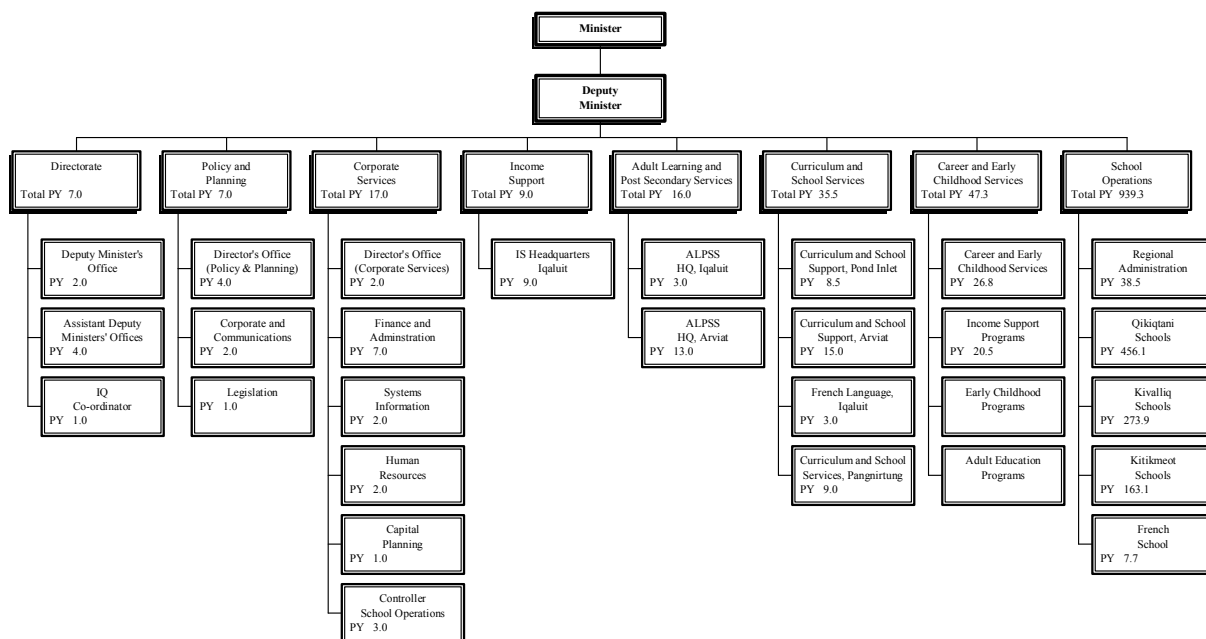
**Status:** *An Inuk intern from the Sivuliqtiksats program has been hired to work with the current manager of Capital Planning. The intern will be mentored and will assume the position at the completion of the training period.*

**Priorities (2006-07)**

- Review the organizational structure of the department and update departmental job descriptions.
- Represent the policy and program interests of the Department of Education at the national level.
- Develop and implement a three-five year strategy to address training and professional development, in conjunction with the department's IEP initiatives.
- Enhance and improve the Department of Education website.
- Implement the Department of Education Communications Strategy.
- Submit the revised *Education Act* to the Legislative Assembly for approval.
- Develop a series of internal handbooks for departmental policies and procedures.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	1,063.1
Vote 4/5 PYs	15.0
Revolving Fund PYs	–
<b>TOTAL PYs</b>	<b>1,078.1</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 GN'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, coordinating 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 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**

The Income Support 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 Services offices located in Pangnirtung, Rankin Inlet and Cambridge Bay.

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

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

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

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

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

### **Curriculum and School Services**

The Curriculum and School Services branch provides overall direction and administration for curriculum and program development, student support and DEA development. It includes implementation and assessment of K-12 curricula and development and production of resources and materials. It is responsible for the development and implementation of the Bilingual Education Strategy, 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 K-12.

## Financial Summary

Branch	2006 - 2007		2005 - 2006	
	Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	831	7.0	955	7.0
Grants & Contributions	200		200	
Other O&M	167		167	
<b>Subtotal</b>	<b>1,198</b>		<b>1,322</b>	
<b>POLICY AND PLANNING</b>				
Salary	623	7.0	758	7.0
Grants & Contributions	-		-	
Other O&M	224		224	
<b>Subtotal</b>	<b>847</b>		<b>982</b>	
<b>CORPORATE SERVICES</b>				
Salary	1,674	17.0	1,657	15.5
Grants & Contributions	-		-	
Other O&M	424		424	
<b>Subtotal</b>	<b>2,098</b>		<b>2,081</b>	
<b>INCOME SUPPORT</b>				
Salary	944	9.0	916	9.0
Grants & Contributions	-		-	
Other O&M	1,316		1,316	
<b>Subtotal</b>	<b>2,260</b>		<b>2,232</b>	
<b>ADULT LEARNING &amp; POST-SECONDARY SERVICES</b>				
Salary	1,826	16.0	1,652	16.0
Grants & Contributions	21,729		21,034	
Other O&M	633		658	
<b>Subtotal</b>	<b>24,188</b>		<b>23,344</b>	
<b>CAREER &amp; EARLY CHILDHOOD SERVICES</b>				
Salary	3,931	47.3	3,916	47.3
Grants & Contributions	3,727		4,343	
Other O&M	30,524		28,185	
<b>Subtotal</b>	<b>38,182</b>		<b>36,444</b>	

Branch	2006 - 2007		2005 - 2006	
	Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs
<b>CURRICULUM AND SCHOOL SERVICES</b>				
Salary	3,731	35.5	3,713	33.5
Grants & Contributions	4,040		3,956	
Other O&M	2,232		2,232	
<b>Subtotal</b>	<b>10,003</b>		<b>9,901</b>	
<b>SCHOOL OPERATIONS</b>				
Salary	90,297	939.3	82,568	899.2
Grants & Contributions	10,444		10,171	
Other O&M	4,751		4,751	
<b>Subtotal</b>	<b>105,492</b>		<b>97,490</b>	
<b>TOTAL</b>	<b>184,268</b>	<b>1,078.1</b>	<b>173,796</b>	<b>1,034.5</b>

**Department of  
Health and  
Social Services**

**Business  
Plan**

*2006-2007*

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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 (HSS) 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 the achievement of Inuuqatigitiarniq (people working well together) 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 and within Inuit 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 Qaujimagatuqangit 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 healthy living through the maintenance of physical, social and mental health in addition to the prevention and 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 Qaujimagajatuqangit* – we will maintain positive innovations guided by Inuit knowledge, wisdom, values and beliefs.

## Language Services

The Department of Health and Social Services is committed to ensuring that the delivery of health and social programs and services in Nunavut is in accordance with the provisions set forth in the *Language Services Guidelines*. The department recognizes the important role that language plays in government operations and in the delivery of health and social programs for Nunavummiut.

The department believes that one of the best ways to meet future language requirements is to have a more robust and representative health and social services workforce in Nunavut. This is primarily what the *Learning Closer to Home* component of the department's *Closer to Home Strategic Vision* will achieve. *Learning Closer to Home* will focus on education and training of an Inuit workforce in the areas of health professions, para-professionals and service providers. To date, the department has experienced many successes in working towards establishing a strong Inuit health care workforce, particularly in the areas of nursing and radiology. The department has launched a new comprehensive health human resource education and training plan which has been approved in principle by Cabinet in November 2005. For example, on September 5, 2005, an Inuit Maternal Care Program began with two individuals enrolled to become midwives and an intake of an additional 12 is expected in September 2006. As well, in January 2006, a Mental Health Worker training program will begin with an expected enrolment of 15 individuals.

The department produces written notices and signs regarding threats to public health in Inuktitut, Inuinnaqtun, English and French and all broadcasted communication that is of significant importance to the health or safety of the public is made available in all of Nunavut's languages as well. In the hospital and health centers, medical clerk interpreters and other staff are available to ensure that health services can be delivered to the public in the appropriate language. These staff members play a critical role in facilitating the flow of information between patient and health care provider. Signage at the department's headquarters office is in all four languages and the new health centre in Rankin Inlet has fully bilingual signage. The new health centre in Cambridge Bay has bilingual signage on the outside of the building and on fire exit signs located inside the building. A number of signs at the Baffin Regional Hospital appear in Inuktitut and English and efforts are underway to fully meet signage requirements.

Achieving full compliance continues to be a priority for the Department of Health and Social Services. The department's senior managers continue to work with their staff to ensure that all voice mail messages, signage, e-mail signature blocks and all public communication is in appropriate language, as per the provisions set forth in the *Language Services Guidelines*.

## **STRATEGIC COMMITMENT 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. Through increased involvement with Health Committees of Council, the department will become more able to meet the needs of Nunavummiut through more applicable programs and service delivery.

The Inuit Qaujimajatuqangit coordinator for the department provides leadership 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 all 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 support they need for a healthy pregnancy and transition to motherhood. This includes traditional midwifery practices and education on Inuit values around childcare.

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.

### **Healthy Communities**

Our mission is intended to support the achievement of Inuuqatigiitiarniq (people working well together) through the decisions of Nunavummiut to lead healthy and productive lives as individuals, families and communities. This, we believe, will lead to the realization of our vision: *healthy individuals and healthy communities throughout the territory.*

## **Simplicity and Unity**

By pursuing our mission and vision and continuing to incorporate Inuit Qaujimagatuqangit into programs, services and day-to-day operations the department is achieving *simplicity and unity*. For example, our move towards integrated service delivery is meant to unify programs and services in order to simplify care and treatment for clients. This means that Nunavummiut will have a unified service team of nurses, social workers, local wellness workers, community health representatives, mental health staff, and even elders and other volunteers providing all related health and social services that they may require.

## **Self-Reliance**

Our vision is of the well-being of all Nunavummiut, with individuals leading productive lives in self-reliant and healthy communities throughout the territory. Individuals and communities must be healthy before they can be self-reliant. In this way we see our role as vital to the achievement of 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 continuous 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 Health Human Resource (HHR) education and training plan that will enhance the training of Inuit and to help improve the knowledge and skills of existing staff. The HHR plan will build core competencies and enhance access programs to ensure that care providers and other health services workers can work safely and competently and will achieve success in academic courses.

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, the GN Management Intern Program and the CESO Mentorship Program.

Although funding for the Nunavut Nursing Program now comes from the Department of Education to increase the number of Inuit nurses in Nunavut, the Department of Health

and Social Services is exploring additional opportunities to further expand the Nursing Program. There have been four graduates from the Nursing Program with five more expected in the Spring 2006. We look forward to many more Inuit nurses in the years to come. In addition, we frequently offer the Community Health Representative (CHR) training program, offer nursing competency training, the ALARM high risk obstetrics training and X-ray training to increase the number of Inuit serving in these important roles across the territory.

## INUIT EMPLOYMENT PLAN

### Departmental Inuit Employment Goals

The department intends to meet the goal of achieving 56% Inuit employment for the 2009 fiscal year end. This will be accomplished through incremental increases over the next four years as staffing levels increase and programs are initiated for the new regional health centres in Rankin Inlet and Cambridge Bay and the new hospital in Iqaluit. Through the Health Human Resources education and training plan the department will be making health-related employment more accessible to Inuit which will have a significant impact for meeting Inuit employment targets over the next 15-20 years.

### Departmental Inuit Employment Targets

Inuit Employment Representation	As of March 31, 2005 <sup>1</sup>		Target for 2006/07 <sup>2</sup>	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>706</b>	<b>100</b>	<b>874</b>	<b>100</b>
Total Filled Positions	543	77	743	85
Total Vacancies	163	23	131	15
Total Beneficiaries	255	47	372	50
<b>Total Executive Positions</b>	<b>3</b>	<b>100</b>	<b>3</b>	<b>100</b>
Total Filled Executive Positions	2	67	3	100
Total Vacant Executive Positions	1	33	0	0
Total Beneficiaries in Executive Positions	1	50	1	34
<b>Total Senior Management Positions</b>	<b>14</b>	<b>100</b>	<b>21</b>	<b>100</b>
Total Filled Senior Management Positions	13	93	21	100
Total Vacant Senior Management Positions	1	7	0	0
Total Beneficiaries in Sr. Management Positions	1	8	3	14
<b>Total Middle Management Positions</b>	<b>81</b>	<b>100</b>	<b>101</b>	<b>100</b>
Total Filled Middle Management Positions	68	84	86	85
Total Vacant Middle Management Positions	13	16	15	15
Total Beneficiaries in Middle Management Positions.	6	9	11	13
<b>Total Professional Positions</b>	<b>270</b>	<b>100</b>	<b>307</b>	<b>100</b>
Total Filled Professional Positions	185	69	260	85
Total Vacant Professional Positions	85	31	47	15
Total Beneficiaries in Professional Positions	26	14	31	12

Inuit Employment Representation	As of March 31, 2005 <sup>1</sup>		Target for 2006/07 <sup>2</sup>	
	Number #	Capacity %	Number #	Capacity %
<b>Total Paraprofessional Positions</b>	<b>150</b>	<b>100</b>	<b>203</b>	<b>100</b>
Total Filled Paraprofessional Positions	118	79	171	84
Total Vacant Paraprofessional Positions	32	21	32	16
Total Beneficiaries in Paraprofessional Positions	80	68	137	80
<b>Total Administrative Support Positions</b>	<b>188</b>	<b>100</b>	<b>239</b>	<b>100</b>
Total Filled Administrative Support Positions	157	84	202	85
Total Vacant Administrative Support Positions	31	16	37	15
Total Beneficiaries in Administrative Support Positions	141	90	189	94

<sup>1</sup> Statistics for March 31, 2005 do not include a number of new positions created for the new health facilities in Rankin Inlet and Cambridge Bay but not yet evaluated.

<sup>2</sup> Number of positions were rounded off at the request of EIA.

### Departmental Inuit Employment Initiatives

HSS is committed to developing the skills and abilities of Inuit to increase Inuit employment within the department through the following GN wide initiatives: Certificate in Nunavut Public Service Studies; Nunavut Advanced Management Program; Sivuliqtiksatsat Internship Program; and mentoring. As well, the department has the following initiatives to increase Inuit employment in careers specific to health and social services as part of a suite of training programs through the Health Human Resource education and training plan: maternal care worker; X-ray technician; mental health worker; and community health representative.



## **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-five 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 twenty-five years. To ensure our children are born healthy and grow up in a healthy environment, effective early intervention and prevention programs become crucial. Ongoing 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 prevention, public health and 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 6-8 times higher;
- Life expectancy is 10 percent lower;
- Birth rate is 3 times higher;
- 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 dissatisfied with the level of hospital services they receive, as these services are difficult to access in the territory, although changes are expected as a result of the two new regional health centres and the new hospital in Iqaluit.

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 higher 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 and the use of portable diagnostic equipment 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 is completed within the prescribed budget and schedule. New health facilities in Rankin Inlet and Cambridge Bay were officially opened in 2005-06 providing a broader range of services in the two regional centres, reducing the need for out-of-territory client travel. Further to this, a new collaborative family practice clinic and rehabilitation clinic have opened in Iqaluit. Two new continuing care centres will soon be constructed in Gjoa Haven and Igloolik.

## **Critical Issues**

Our objectives for the 2006-07 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:

- Ongoing implementation of the Closer to Home strategy. This will ultimately expand the scope of programs and services delivered within the territory and repatriate Nunavummiut previously sent out-of-territory for treatment.
- Bring new regional health centres to full capacity. This will allow more services to be provided within the territory.
- 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 (IEP). All of this can be accomplished through the new comprehensive HHR education and training plan which has been approved in principle by Cabinet.
- Improving retention of all staff. Continuing education plays a significant role in this issue. To improve job satisfaction, the department will be issuing staff surveys so as to ascertain necessary positive changes.
- Managing resource limitations and high needs. The revised Client and Escort Travel Policy will help to clarify the services offered to Nunavummiut. Also, the department will be hiring a client services coordinator to ensure complaints are dealt with in a respectful and timely manner.
- Investing in health promotion and illness prevention services to improve the health status of Nunavummiut.
- Strengthening public health capacity and ongoing development of new public health legislation.
- Developing effective and meaningful partnerships with communities and other stakeholders through health committees.
- 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 five lines of business:

	Budget (\$000)	
	2006-07	2005-06
Directorate	22,154	22,835
Healthy Children, Families and Communities	42,410	40,870
Health Protection	4,612	4,574
Treatment	107,660	97,922
Health Insurance	47,873	49,450
<b>TOTAL</b>	<b>224,709</b>	<b>215,651</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 the three 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.
- To establish and maintain clinical procedures, protocols, benchmarks and indicators.

Programs	Budget (\$000)	2006-07	2005-06
<b>Deputy Minister</b>		1,117	1,005

Provides overall direction and leadership to the department. Supports and gives advice to the Minister and the government as a whole. Ensures the consistent implementation of ministerial direction and government policy.

<b>ADM Corporate Services</b>	434	304
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>	944	837
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>	3,759	3,826
Provides overall management of regional and community based health and social services across the territory by support to three regional offices.		
<b>Finance</b>	4,322	4,637
Provides financial reporting, 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/Health Insurance Administration</b>	1,262	1,106
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. Also responsible for the management and administration of territorial Health Insurance Programs.		
<b>Human Resources</b>	3,387	2,628
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>	4,544	5,236
Provides and develops health information systems, ongoing 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>	715	665
Provides leadership in development of program standards, departmental policies and legislation. Leads strategic planning and business planning processes for the		

department, as well as coordinating ministerial briefings, correspondence and ATIPP requests. 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** 1,670 2,591

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.

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**Total, Directorate** 22,154 22,835

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### Priorities (2005-06)

Begin implementation of the Closer to Home strategic direction:

- Develop Inuit training plan and begin implementation.  
*Status: Developed a comprehensive HHR strategy for Nunavut including an education and training program for middle-tier health professionals. Began training programs in Maternal Care, Dental/Nutrition, and Mental Health.*
- Recruit nurses, physicians and other health professionals and service workers to staff new health centers.  
*Status: Recruited eight new doctors and fifty international nurses.*
- Complete e-Health plan, develop implementation strategy and begin implementation.  
*Status: Plan is complete. Implementation has begun for the first two of four phases.*
- Complete a 24/7 Elders Care Facility plan.  
*Status: Completed the Continuing Care plan which was broadened beyond facilities strictly for elders.*
- Improve compliance with the GN Language Services Guidelines.  
*Status: There has been an increase in awareness pertaining to language compliance within the department and a reasonable degree of progress has been made to meet the provisions outlined in the Language Services Guidelines. The department recognizes the need to continue to address any outstanding departmental language responsibilities/requirements in 2006-07.*

**Priorities (2006-07)**

- Improve compliance with the GN Language Services Guidelines.

Continue implementation of the Closer to Home strategic direction:

- Complete balance of five-year strategic program and operational plans that support the Closer to Home strategy.
- Further implementation of the e-Health plan.
- Further develop indicators for the department's annual report card.
- Increase Inuit participation in identifying service priorities and involving them in program development and delivery.

**Healthy Children, Families and Communities**

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. Also provides a range of support services for children and vulnerable adults who may require protection or other specialized services. 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. The department plans to engage communities through a close working relationship with health committees.

**Objectives:**

- To enhance public and target group awareness of what sustains or optimizes good health and what creates significant risk to human wellness.
- To continue to enhance the partnership with Inuit organizations of Nunavut in health policy development and health program planning to avoid duplication of services and program planning/delivery.
- 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 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, long-term care and home and community care.



<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Dental Services</b>		2,488	2,512
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>		1,406	1,242
Services are designed to address collective health and well-being, to enhance individual, group and community knowledge, skills and control over decision-making and to mobilize community resources for wellness. The program provides a means for direct involvement and partnerships of individuals, groups and communities in matters pertaining to the delivery of health and social service programs. This program also administers a variety of federally funded health enhancement programs and initiatives.			
<b>Health Surveillance</b>		541	513
Provides information for the determination and tracking of wellness/morbidity of individuals, families and communities in Nunavut. It also provides for timely response and program adjustments by tracking or predicting emerging health and social trends by gathering and analyzing data on health information, population health statistics and disease registries.			
<b>Nutrition</b>		246	269
Provides services to improve nutritional status of all Nunavummiut using a population health model. Evidence-based nutrition programs and activities are provided for infant and maternal health, school aged children and special needs populations including diabetes education and prevention.			
<b>Mental Health</b>		7,763	8,182
The program goal is to enable communities and groups to understand and deal effectively with addictions, mental health or high-stress burdens with minimal assistance from outside resources and to reduce the incidence of suicide. The program also provides specialized training to enable communities to be ready to deal effectively with crises, such as suicides, to limit further repercussions.			
<b>Supported and Transitional Living</b>		571	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.			

**Home Care and Continuing Care** 2,171 1,840

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 First Nations and Inuit Home and Community Care Program, 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.

**Child and Family Services** 6,152 6,041

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.

**Adoption Services** 1,618 1,539

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** 1,618 1,539

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** 2,073 1,892

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.

**Family Violence Services** 2,700 2,721

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.

**Facility Based Services** 12,540 11,494

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.

**Women's Initiatives and Persons with Disabilities** 523 519

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, Healthy Children, Families and Communities** 42,410 40,870

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**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.

**Status:** *Preliminary draft of the public health framework has been completed and will be reviewed and approved by the department's Executive Management Committee later this winter before it is presented to Cabinet in a RFD submission for consultation and implementation.*

- Undertake comprehensive stakeholder and Inuit consultation in proposed population framework and work plan that supports individual and community responsibility for overall health and wellness.

**Status:** *This will occur once Cabinet has approved the draft public health framework.*

- Ensure that all public education materials are developed in all official languages.

**Status:** *All materials are produced in the official languages.*

- Create a Nunavut foster parent association that links groups in all three regions.

**Status:** *Associations are active in Cambridge Bay and Iqaluit.*

- Establish standardized foster parent rates.

**Status:** *Completed. New rates were established as of April 2005.*

- Create Public Guardianship for all challenged adults in Health and Social Services facilities.

**Status:** *All adults placed out of territory will have been assessed by the end of 2005-06.*

- Develop and deliver foster parent training.

**Status:** *Training plan being drafted in consultation with newly created associations.*

- Develop and deliver adoptions training.

**Status:** *Iqaluit complete. Other communities to be completed in Spring 2006.*

- Enhance home care services to meet the objective of “Closer to Home.”

**Status:** *Initial steps have been taken to improve Home and Community Care staffing capacity. Some Home and Community Care clients who would have required long term care placement are being supported in their communities through extended home care hours of service.*

### **Priorities (2006-07)**

- Undertake community consultations on the public health framework.
- Work with NTI and other stakeholders on a comprehensive addictions strategy.
- Discuss with the Department of Justice the transfer back of community corrections from social services workers.
- Work with the Qullit Nunavut Status of Women Council and other departments to establish a comprehensive family violence prevention program.
- Provide support to the new Disabilities Council and develop program options to provide increased support to persons with disabilities, including possible new legislative policy guidelines.

### **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 are 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>2006-07</b>	<b>2005-06</b>
<b>Chief Medical Officer of Health</b>		915	1,091
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>		125	121
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.			
<b>Environmental Health</b>		770	789
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 <i>Public Health Act</i> , regulations, policies and departmental procedures.			
<b>Public Health</b>		2,343	2,375
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.			
<b>Health Protection</b>		179	0
Supports and monitors administration of the health protection component of health programs and activities in association with the Chief Medical Officer of Health.			

<b>Tuberculosis (TB) Program</b>	280	198
Plans, coordinates and operates the established guidelines of the Territorial Health Protection Unit in identifying, controlling and preventing tuberculosis in the territory.		
<b>Total, Health Protection</b>	<b>4,612</b>	<b>4,574</b>

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

- Create a new Public Health Act for Nunavut.  
*Status: The department has received an extension until Spring 2008 to complete this work. The proposed draft public health framework would provide the policy basis for public health activities without the immediate need to develop new legislation.*
- Increase collaboration between health protection and health promotion in the areas of programs, services and staff.  
*Status: This is an ongoing priority and will be an integral part of the draft public health framework.*
- Provide more internal public health education training.  
*Status: We are accessing federal funds under the Primary Health Care Initiative to accomplish this task within 2005-06. This will also be an ongoing activity associated with the draft public health framework.*
- Increase the involvement of the departmental IQ coordinator and other Inuit staff in the development of health protection programs and services.  
*Status: This is an ongoing priority.*

#### **Priorities (2006-07)**

- Finalize Territorial Pandemic Plan and emergency preparedness planning.
- Increase capacity to monitor and report on health status.
- Continue work on new public health legislation.
- Engage Health Committees of Council to advocate for public health, allowing the communities to take ownership of health issues.

#### **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 inpatient and outpatient services.

**Objectives:**

- To respond to the needs of Nunavummiut who are eligible for travel as defined in the Client Travel Policy.
- To ensure timely access to treatment services.
- To provide the right care at the right time, by the right provider in the right place.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Medical Transportation</b>		35,794	32,600
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>		38,226	26,743
Access to medical treatment and assistance in cases of emergencies or in cases requiring immediate medical treatment and care. Included are inpatient 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>		33,640	38,579
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>Total, Treatment</b>		<b>107,660</b>	<b>97,922</b>

**Priorities (2005-06)**

- Through the implementation of the Closer to Home strategy, take steps to minimize unnecessary spending on medical travel.  
*Status: To date, the Closer to Home strategy has not been fully implemented. As a result, this priority is incomplete but remains an ongoing priority for the department for 2006-07.*
- Complete the relocation of services from old to new health centres in Cambridge Bay and Rankin Inlet.

**Status:** *The Kivalliq Health Center in Rankin Inlet officially opened on September 14, 2005 and the Kitikmeot Health Center in Cambridge Bay officially opened on October 12, 2005.*

### **Priorities (2006-07)**

- Continue to expand services in the new regional health facilities in Rankin Inlet and Cambridge Bay.
- Work with communities of Igloodik and Gjoa Haven in preparation for new continuing care facilities.
- Expand hospital and specialist services across Nunavut and mobile technologies to support care “Closer to Home.”

### **Health Insurance**

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 (NIHB). The cost of administration falls under the Directorate branch.

### **Objectives**

- To ensure that all residents have access to medically necessary health services.
- To ensure that Inuit and First Nations have access to 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>2006-07</b>	<b>2005-06</b>
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<b>Extended Health Benefits</b>		400	400
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EHB program is a supplement to the Nunavut Health Care Plan to assist individuals with health related costs not otherwise covered. This program was originally developed by the GNWT with the intention of providing similar benefits to non-aboriginals as offered by the federal government’s NIHB program to the Inuit and First Nations.

<b>Out-of-Territory Hospitals</b>		25,923	27,500
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Responsible for the payment of out-of-territory hospital services. When Nunavut patients are seen in other provinces, the province then reciprocally bills the GN for these services.



<b>Reciprocal Physician Billings</b>	3,200	3,200
Management of payments for insured health services provided by another jurisdiction to residents of Nunavut and also for private fee-for-service physicians within Nunavut.		
<b>Non-Insured Health Benefits</b>	18,350	18,350
Administration of non-insured health benefits for eligible Nunavummiut.		
<b>Total, Health Insurance</b>	<b>47,873</b>	<b>49,450</b>

**Priorities (2005-06)**

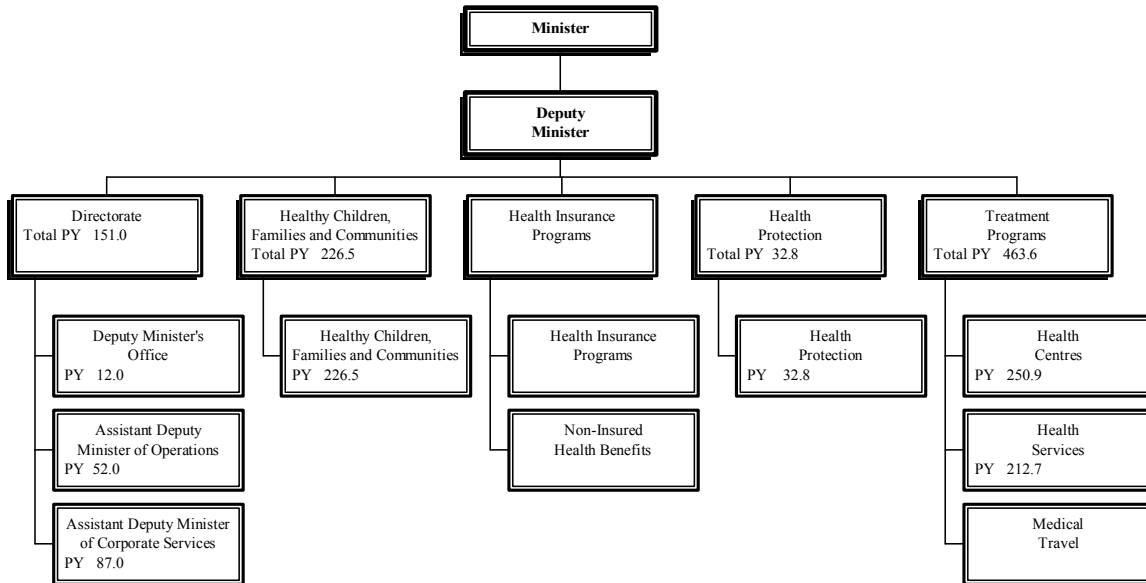
- Work with developers to develop a new “staggered” health care card renewal process so that the department can eliminate bulk renewals.  
**Status:** *Not completed. This will be a priority for 2006-07.*
- Develop NIHB specific vision care database to track eligible recipients’ eye exam and optical prescription history.  
**Status:** *Not completed. This will be a priority for 2006-07.*
- 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.  
**Status:** *Although a communication campaign was not developed, Health Insurance staff held training sessions for the department to clarify the Non-Insured Health Benefits program.*
- Participate in the review of the Extended Health Benefits Policy.  
**Status:** *Not completed. This will remain a priority for the department, however a targeted completion date is not yet known.*

**Priorities (2006-07)**

- Implement a new Client and Escort Travel Policy.
- Develop a client and escort tracking system including all NIHB related activities.
- Develop a new “staggered” health care card renewal process so that the department can eliminate bulk renewals.
- Develop a NIHB specific vision care database to track eligible recipients’ eye exam and optical prescription history.
- Begin reviewing Nunavut-specific supplementary health benefits programs.

## 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.

Person Years (PYs)	Total
Vote 1 PYs	802.9
Vote 4/5 PYs	71.0
Revolving Fund PYs	-
<b>TOTAL PYs</b>	<b>873.9</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 care. 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 who work to enhance individual, family and community health, supporting the Government of Nunavut's Pinasuaqtavut. Dental activities include promotion and treatment.

### **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 and 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.

### Financial Summary

Branch	2006 - 2007 Main Estimates		2005 - 2006 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	14,632	151.0	14,454	160.5
Grants & Contributions	792		616	
Other O&M	6,730		7,765	
<b>Subtotal</b>	<b>22,154</b>		<b>22,835</b>	
<b>HEALTHY CHILDREN, FAMILY AND COMMUNITIES</b>				
Salary	15,909	226.5	14,902	228.8
Grants & Contributions	3,508		4,589	
Other O&M	22,993		21,379	
<b>Subtotal</b>	<b>42,410</b>		<b>40,870</b>	
<b>HEALTH INSURANCE</b>				
Salary	0	0.0	0	0.0
Grants & Contributions	0		0	
Other O&M	47,873		49,450	
<b>Subtotal</b>	<b>47,873</b>		<b>49,450</b>	
<b>HEALTH PROTECTION</b>				
Salary	3,081	32.8	2,873	31.0
Grants & Contributions	0		0	
Other O&M	1,531		1,701	
<b>Subtotal</b>	<b>4,612</b>		<b>4,574</b>	
<b>TREATMENT</b>				
Salary	45,476	463.6	40,190	403.6
Grants & Contributions	0		0	
Other O&M	62,184		57,732	
<b>Subtotal</b>	<b>107,660</b>		<b>97,922</b>	
<b>TOTAL</b>	<b>224,709</b>	<b>873.9</b>	<b>215,651</b>	<b>823.9</b>

**Department of  
Environment**

**Business  
Plan**

*2006-2007*

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## INTRODUCTION

The Department of Environment (DOE) has the lead responsibility in the Government of Nunavut (GN) for ensuring the protection, promotion and sustainable use of natural resources in Nunavut by supporting the management of the environment, wildlife, fisheries and sealing, and parks. The department delivers a wide range of regulatory and program functions, and implements specific statutory and legal obligations of the GN, including a number of commitments under the *Nunavut 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.
- Place a higher regard on all environmental issues.
- 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 are 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 is striving to meet the language guidelines:

1. Public communication, information and correspondence are provided in appropriate official languages, as required.
2. Headquarters and regional offices have the capability to provide services in all official languages and regional dialects, as appropriate.
3. Departmental, office and park facility signage has been upgraded to conform to GN Language Service Guidelines.
4. Inuktitut language promotion includes the “word of the week”.
5. DOE has initiated an internal Inuktitut language training program for headquarters and regional staff.

## **STRATEGIC COMMITMENT TO PINASUAQTAVUT**

### **Inuit Qaujimajatuqangit**

The department 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.

On-going consultation processes ensure that the Hunters and Trappers Organizations, Regional Wildlife Organizations, and other stakeholders have input into the development of all our policies, programs, and legislation.

The bringing into force of the *Wildlife Act*, on July 9, 2005, marks the first time that Inuit Qaujimajangit has been enshrined in law. It describes a series of principles that are binding upon administrators, decision makers, and harvesters to ensure that wildlife management in Nunavut meets the aspirations and expectations of Nunavummiut.

### **Healthy Communities**

Through land use planning and environmental assessment processes the department strives to ensure that development proceeds in the territory without degradation of our land, water and wildlife resources. Community needs, aspirations and concerns are of utmost importance to the department in the planning for and use of natural resources.

Departmental staff proactively engage municipalities, boards, government agencies and developers to minimize risks to the environment from pollution and ensure high regulatory standards are maintained. We endeavor to promote environmental awareness and initiatives within communities and respond in a timely, efficient and effective manner to pollution incidents should they occur.

Nunavut's parks help to maintain environmental health by sustaining clean air, water and lands to benefit all on a local, regional and global scale. Our territorial parks also help build strong communities by encouraging positive attitudes, community pride and respect and foster both mental and physical health by providing enjoyable places for a variety of activities.

## **Simplicity and Unity**

The department ensures that all policies and procedures will be written in simple and understandable language and that these policies are easily accessible to the public.

The department is committed to ensuring that programs and services that are developed and delivered 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.

We will work to ensure that Nunavummiut receive benefits from our renewable resources and parks, maintain fisheries development and employment opportunities. We will be vigilant in ensuring that any development is undertaken in the least disruptive manner.

We continue to work cooperatively with our co-management partners to support healthy populations of wildlife for the future use and long term benefit of Nunavummiut.

## **Continuing Learning**

The department 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. Departmental staff are encouraged to take advantage of all possible training opportunities. Extensive job-related training for our conservation officers is offered annually.

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.

## INUIT EMPLOYMENT PLAN

The department has had considerable success in staffing administrative and paraprofessional positions with beneficiaries, but less success in staffing middle management, professional, and senior management positions.

Inuit Employment Representation	As of March 31, 2005		Target for 2006-07	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>114</b>	<b>100</b>	<b>107</b>	<b>100</b>
Total Filled Positions	89	78	86	80
Total Vacancies	25	22	21	20
Total Beneficiaries	35	39	37	43
<b>Total Executive Positions</b>	<b>2</b>	<b>100</b>	<b>2</b>	<b>100</b>
Total Filled Executive Positions	2	100	2	100
Total Vacant Executive Positions	1	50	0	0
Total Beneficiaries in Executive Positions	1	50	1	50
<b>Total Senior Management Positions</b>	<b>6</b>	<b>100</b>	<b>6</b>	<b>100</b>
Total Filled Senior Management Positions	5	83	6	100
Total Vacant Senior Management Positions	1	17	0	0
Total Beneficiaries in Sr. Management Positions	0	0	0	0
<b>Total Middle Management Positions</b>	<b>25</b>	<b>100</b>	<b>23</b>	<b>100</b>
Total filled middle management positions	21	84	18	78
Total Vacant Professional Positions	4	16	5	22
Total Beneficiaries Middle Management Positions	5	24	5	28
<b>Total Professional Positions</b>	<b>43</b>	<b>100</b>	<b>41</b>	<b>100</b>
Total Filled Professional Positions	33	77	30	73
Total Vacant Professional Positions	10	23	11	27
Total Beneficiaries in Professional Positions	8	24	8	27
<b>Total Paraprofessional Positions</b>	<b>21</b>	<b>100</b>	<b>23</b>	<b>100</b>
Total Filled Paraprofessional Positions	15	71	19	83
Total Vacant Paraprofessional Positions	6	29	4	17
Total Beneficiaries in Paraprofessional Positions	11	73	14	74
<b>Total Administrative Support Positions</b>	<b>17</b>	<b>100</b>	<b>12</b>	<b>100</b>
Total Filled Administrative Support Positions	13	76	11	92
Total Vacant Administrative Support Positions	4	24	1	8
Total Beneficiaries in Administrative Support Positions	10	77	9	82

## **Departmental Inuit Employment Initiatives**

DOE has developed an Inuit Employment Plan (IEP) that targets increasing beneficiary representation with the department across all job categories while complying with Cabinet's directives regarding Article 23 of the NLCA. The department's long-term IEP is designed to lead us towards greater Inuit employment and a representative work force. We make every effort to hire qualified beneficiaries and will be working diligently towards the creation of a work environment that is supportive of Inuit employment.

This year the department implemented the Field Officer Training program that will both directly increase the number of Inuit employed in field officer positions and will train these entry level candidates so that they can later be employed as conservation officers. This will reduce our dependence on hiring recruits trained at southern institutions. In addition, the department has produced a recruitment video, targeted at Inuit youth, to attract them to careers as conservation officers in the department. This video will be used at career fairs and senior high school classes throughout Nunavut.

Together with Nunavut Tunngavik Incorporated (NTI) and the three Regional Inuit Associations (RIAs), the department has also negotiated special provisions in the Umbrella Inuit Impact and Benefit Agreement (IIBA) for territorial parks in the Nunavut Settlement Area respecting youth education, and the recruitment, hiring, training and mentoring of beneficiaries for park related positions.

## **ENVIRONMENTAL SCAN**

### **Nunavut**

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 fragile, with limited resilience and long recovery times. Protection of our land, air and water and living creatures is of paramount importance; 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 that 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. This depends upon integrating Inuit Qaujimagangit with the best possible scientific knowledge available under the general guiding principles of conservation and sustainability.

### **Our Communities**

With Nunavut's rapidly growing communities come the challenges of managing waste, particularly in an arctic environment. Additionally, communities are burdened with abandoned waste sites, some of which are contaminated. Communities' demands for increased development have set in motion the need to ensure that sustainable practices are employed and maintained in the long term.

Many Nunavummiut depend on harvesting wildlife, fish and marine mammals for a large part of our food and/or income. The department must work with our communities to enhance and support the sustainable use of our land and resources 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 using responsible regulatory and program activities. These activities ensure the sustainable use of wildlife and fisheries, protection of our environment and people, and the preservation of parks and conservation areas. By partnering with other organizations and institutions, the department can maximize the impact of research dollars and program dollars and increase or supplement technical capacity and support fisheries development.

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

## **Our Obligations**

The Department of Environment has the 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 IIBA including the operation of a preferential contracting policy for all territorial parks (Articles 8 & 9);
  - Negotiation and implementation of a IIBA for conservation areas (Article 9);
  - Land use planning and environmental regulatory functions as they relate to development within Nunavut (Articles 10, 11, 12 & 13); and
  - 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 and national levels. Several examples of our obligations are the *Wildlife Act*, *Species at Risk Act*, *Parks Act* and *Environmental Protection Act*.
- 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 parks and special places. Examples include the Convention on International Trade in Endangered Species, the Canadian Biological Diversity Strategy and the Kyoto Accord.



## **Critical Issues**

The department faces the challenge of managing a wide range of issues, many of which impact the public. The critical issues facing the department over the planning period include:

- Increasing the department's capacity to carry out its mission and obligations. This includes staffing all vacancies and supporting the successful conclusion of negotiations for NLCA implementation funding for the next ten year period;
- Implementation of the *Wildlife Act* and 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 the Nunavut fisheries and sealing strategies;
- Increasing the recruitment and retention of beneficiaries of the NLCA.

## CORE BUSINESS

The department takes an integrated approach to sustainable resource management by focusing on wildlife, fisheries and sealing, parks and special places, and environmental protection. Careful management 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:

	Budget (\$000)	
	2006-07	2005-06
Corporate Management	3,516	3,706
Wildlife Management	9,195	8,381
Environmental Protection	1,106	1,114
Fisheries and Sealing	1,616	1,596
Parks and Special Places	1,209	1,331
<b>TOTAL</b>	<b>16,642</b>	<b>16,128</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 division; and the Corporate Services division.

The division 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 government.

The Policy, Planning and Legislation division (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.

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, and training.

**Objectives**

- 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.
- Provide support towards implementation and integration of IQ into the operations of the department.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Directorate</b>		712	713
The Directorate is responsible for overall management and direction of the Department of Environment.			
<b>Policy, Planning and Legislation</b>		983	1,017
Policy, Planning and Legislation division oversees all corporate planning, legislation and policy development, and associated research.			
<b>Corporate Services</b>		1,821	1,976
Corporate Services oversees all administrative, financial management and administration, human resource management, staff development and training and controllership support services for the department.			
<b>Total, Corporate Management</b>		<b>3,516</b>	<b>3,706</b>

**Priorities (2005-06)**

- Develop the new Department of Environment’s strategic plan.  
**Status:** *Underway.*
- Review previous Department of Sustainable Development legislation, policies and strategies. Research, analyze, and develop new legislation and/or policies as appropriate.  
**Status:** *Ongoing. Review of the Harvester Support Policies completed. Completed assessment of the Environmental Protection Act and the Territorial Parks Act.*
- Develop communications capacity and implement a departmental communication strategy.

**Status:** *Communications manager position is currently in the staffing process. A communications strategy remains a priority.*

- Further develop IQ capacity and more fully integrate IQ into the operations of the department.

**Status:** *Ongoing.*

- Develop performance measurements for all divisions and lead the review and evaluation of programs and associated performance measures.

**Status:** *Reviewed and evaluated harvesters support programs, assessed options and current programs supporting inter-settlement trade. Other programs will be reviewed as necessary.*

- Complete drafting the Wildlife Regulations for implementation of the new *Wildlife Act* in 2005-06.

**Status:** *Completed. The Wildlife Act came into force on July 9, 2005.*

### **Priorities (2006-07)**

- Develop and implement a departmental communication strategy.
- Further develop IQ capacity and more fully integrate IQ into the operations of the department.
- Continued development of a new *Territorial Parks Act*.
- Finalize a bilateral *Species at Risk Act* agreement with Canada.

## **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>2006-07</b>	<b>2005-06</b>
<b>Wildlife Management</b>		5,102	5,314
<p>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.</p>			
<b>Wildlife Research</b>		2,889	2,171
<p>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.</p>			
<b>Ecosystems Monitoring</b>		248	-
<p>The Ecosystems Monitoring program 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.</p>			
<b>Community Harvesters Assistance Program (CHAP)</b>		251	251
<p>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.</p>			
<b>Hunters and Trappers Organizations (HTOs)</b>		317	317
<p>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.</p>			
<b>Regional Wildlife Management Boards</b>		223	223
<p>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.</p>			

**Wildlife Community Support and Contributions** 165 105

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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<b>Total, Wildlife Management</b>	<b>9,195</b>	<b>8,381</b>
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**Priorities (2005-06)**

- Complete Polar Bear Memorandums of Understanding.  
**Status:** *Completed. All MOUs were signed.*
- Provide results of the following DOE research projects:
  - Peary Caribou Study.  
**Status:** *Completed. Research and surveys are ongoing and survey reports with results were provided to DOE and NWMB. Final scientific reports are still outstanding.*
  - Polar Bear Deterrents.  
**Status:** *Not completed.*
- Conduct an analysis of federal *Species at Risk Act* implications for Nunavut.  
**Status:** *Completed.*
- Facilitate implementation of the new *Wildlife Act* upon completion of the Regulations.  
**Status:** *Ongoing.*
- Enhance relations with Department of Fisheries and Oceans (DFO), Canadian Wildlife Service and NTI.  
**Status:** *Ongoing.*

**Priorities (2006-07)**

- Implement new *Wildlife Act* and Regulations.
- Initiate polar bear co-management agreements with other jurisdictions.
- Establish a Polar Bear Deterrent program in every community.
- Complete the hiring of staff for the decentralized office in Igloodik.
- Enhance and prioritize Peary Caribou research and work towards approval and implementation of the Peary Caribou Management Plans.
- Enhance research on polar bear population to meet MOU requirements and resolve quota issues in response to new information on the Baffin Bay and Western Hudson Bay populations.

- Complete our bilateral agreements and meet our national obligations under *Species at Risk Act*.

## Environmental Protection

The Environmental Protection division has the lead responsibility for the department's legislated mandate for protection of the environment. The division is responsible for pollution control, environmental assessment, land use and climate change. The role of Environmental Protection is 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 is responsible for ensuring that Nunavut's environment is protected, promoted and enhanced, while encouraging responsible development in order to maintain a good quality of life for Nunavummiut now and in the future.

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.
- Deliver environmental protection services 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 make certain that development will be undertaken in a manner that will minimize impacts on the environment.
- Provide expert advice and assistance to the development of legislative development initiatives in order to promote environmental protection.

Programs	Budget (\$000)	2006-07	2005-06
<b>Pollution Control</b>		510	989

The Pollution Control program derives its regulatory authority from the Nunavut *Environmental Protection Act*, its regulations and guidelines. It provides for environmental protection and enforcement in all of Nunavut. The program ensures legislative and regulatory compliance through inspection, monitoring and surveillance of air water and soil, elimination and/or mitigation of environmental damage created as a result of discharges of harmful substances. Advice and assistance are also provided to address hazardous substances and the development of legislation.

**Environmental Assessment and Land Use** 468 0

The Environmental Assessment and Land Use program reviews environmental assessments 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 and implementation to ensure that these comply with requirements under the NLCA. The program further ensures that departmental activities are consistent with obligations under the NLCA and common law respecting Inuit rights. The section works with NIRB, NWB, and NPC.

**Climate Change** 128 125

This program is part of the GN commitment to contribute towards the national climate change strategy and implementation plan. 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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**Total, Environmental Protection** 1,106 1,114

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**Priorities (2005-06)**

- Initiate mechanisms for implementing the Nunavut Climate Change Strategy.  
*Status: Ongoing. Participated in Council of the Parties 11 (COP-11). Printed four regional reports on IQ related to climate change: Kitikmeot, Kivalliq, North Baffin, and South Baffin. Climate change presentations conducted in various schools.*
- Work with the Nunavut Impact Review Board (NIRB) to review major development projects in Nunavut.  
*Status: On-going. Reviewed and provided input on submissions sent by NIRB. Participated in reviews and technical meetings for two major projects. Participated in the Nunavut Hudson Bay interagency working group reviewing the hydro diversion project in Nunavik.*
- Work with the Nunavut Water Board (NWB) to review water licenses and conditions of development projects.  
*Status: On-going. Reviewed and provided input on submissions sent by NWB.*
- Assess and determine strategies to deal with fuel spills, solid and hazardous wastes (e.g. waste oil, household hazardous wastes) and other contaminants in Nunavut's communities.  
*Status: Monitored and inspected clean up of contaminants concerns in several communities. Initiated environmental audits and received information from various communities.*



- Assess and streamline the Environmental Impact Assessment Review Process that is used for requests from NIRB and NWB.

**Status:** *A report entitled “Environmental Impact Assessment (EIA) Review Process for the Government of Nunavut” has been prepared.*

- Fill vacancies in order to develop capacity for delivering environmental protection programs to Nunavummiut.

**Status:** *Completed.*

- Review job descriptions to meet the new departmental needs that are required for Environmental Protection program delivery.

**Status:** *Completed.*

- Collaborate with Inuit organizations on strategic ways to address general monitoring programs and contaminated sites.

**Status:** *In cooperation with NTI, completed two discussion papers. Conducted a workshop to discuss strategic directions and next steps.*

### **Priorities (2006-07)**

- Work with NWB to review water licenses and conditions of development projects.
- Work with NIRB to review major development projects in Nunavut.
- Work with the Nunavut Planning Commission (NPC) to establish broad planning policies, objectives and goals for the Nunavut Settlement Area, and in the development of Land Use Plans.
- Implement the Nunavut Climate Change Strategy.
- 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.
- Complete a report on the options for the repatriation of used vehicles in Nunavut and explore those options with other stakeholders.

### **Fisheries and Sealing**

The Fisheries and Sealing division focuses on developing viable and sustainable sectors that will ensure all revenues and opportunities derived from the territorial resources benefit Nunavummiut. The implementation of the sealing and fishing strategies and support of various sectors within its mandate are a key priority. This division works towards maximizing economic opportunities for Nunavummiut within the principles of conservation and sustainability.

## Objectives

- Encourage and support viable, sustainable fishery, sealing and fur sectors in cooperation with stakeholders.
- Promote a clear understanding of the development potential of all three sectors through education and awareness.
- Represent Nunavut's sealing and fishery interests at international, federal, provincial and territorial levels to ensure fair and equitable treatment.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Fisheries and Sealing Development</b>		1,356	1,336
<p>This program fosters sustainable growth and diversity in Nunavut's fisheries and sealing sectors through research, liaison with the DFO and other Nunavut stakeholders on issues facing Nunavut. This program profiles and advocates our industry within Nunavut and internationally; advising on sector business development, investment opportunities; and, supports human resource development within Nunavut. The Fisheries Development and Diversification Fund provides a means of supporting the fisheries and sealing sectors directly and through leveraging funds from other sources.</p>			
<b>Commercial Fisheries Freight Subsidy</b>		190	190
<p>This program subsidizes the transportation of fish to allow Nunavut fisheries to be competitive in southern markets.</p>			
<b>Fur Pricing Program</b>		70	70
<p>The Fur Price program promotes traditional harvesting by assisting harvesters to sell their furs for competitive prices and provides upfront payments for their skins.</p>			
<b>Total, Fisheries and Sealing</b>		<b>1,616</b>	<b>1,596</b>

## Priorities (2005-06)

- Implement Nunavut Fisheries Strategy.  
**Status:** *Strategy completed in 2005. Implementation underway.*
- Develop Nunavut Sealing Strategy.  
**Status:** *Draft strategy has been completed and is under review.*
- Conduct a review of the Fur Price program.  
**Status:** *Underway. Anticipated completion date is March 31, 2006.*
- Conduct one fish plant feasibility study.

**Status:** *Completed a feasibility study and two pre-feasibility studies for fish plants during the summer of 2005.*

- Research the feasibility of fisheries training programs in partnership with Nunavut Arctic College and other funding agencies: Kakivak Inuit Association, Human Resources and Skills Development Canada, Indian and Northern Affairs Canada, Baffin Fisheries Coalition, Qikiqtaaluk Corporation, etc.

**Status:** *Completed. Nunavut Fisheries Training Consortium has been launched and is operational.*

- Conduct a feasibility study on the Qikiqtarjuaq clam fishery, based on the pilot projects.

**Status:** *Second pilot project underway. Feasibility study deferred until project completed.*

### **Priorities (2006-07)**

- Review of the offshore fisheries and consider future steps derived from the offshore fisheries review.
- Continue implementation of the Nunavut Fisheries Strategy.
- Continue implementation of offshore fisheries training program with the Nunavut Fisheries Training Consortium.
- Build capacity in all regions.
- Consider options with partners to enhance Nunavut seafood sales.
- Continue to lobby for access to a more equitable share of turbot and shrimp quotas.
- Explore opportunities for further inshore fisheries development.
- Explore and implement accepted recommendations from the Fur Price program review.

### **Parks and Special Places**

The Parks and Special Places division is responsible for the planning, establishment, management, operation and promotion of territorial parks and special places. Nunavut's parks and special places are important destinations and attractions for Nunavummiut and our visitors, and showcase our rich natural and cultural heritage locally, regionally, nationally and internationally.

Parks and special places contribute to Nunavut's priorities and represent the spirit, principles, and special relationships established through the NLCA and the Umbrella Inuit Impact and Benefits Agreement (IIBA) for Territorial Parks. They are planned and managed jointly and are founded on sound and comprehensive resource information; the

integration of Inuit Qaujimagangit, local, and scientific knowledge; and current technological and geospatial information.

### Objectives

- Protect and conserve Nunavut's natural and cultural heritage, its biodiversity and integrity, and its significant, unique and valued natural and cultural landscapes and resources.
- Promote opportunities for appropriate, safe and accessible recreation and increased public enjoyment consistent with the protection of natural and cultural values.
- Contribute to Nunavut's economy through the provision of high quality destinations, attractions and outdoor experiences without compromising the protection of our cultural and natural heritage.
- Engage residents and visitors, and foster pride, understanding, and appreciation of the territory's natural and cultural heritage.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Parks and Special Places</b>		1,209	1,331
<p>The Parks and Special Places 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 and capital planning.</p>			
<b>Total, Parks and Special Places</b>		<b>1,209</b>	<b>1,331</b>

### Priorities (2005-06)

- Develop a detailed and defensible negotiating position for Territorial Park NLCA/IIBA Implementation funding.

**Status:** *Completed. DOE has developed a detailed funding proposal for carrying out NLCA responsibilities relating to conservation areas for the new contract period.*

- The establishment of a Territorial Parks and Heritage River co-management regime.

**Status:** *On-going. A co-management regime for territorial parks has been established through the Umbrella Territorial Parks IIBA. The establishment of a co-management regime for Heritage Rivers, if required, is dependent on the finalization of the IIBA for Canadian Heritage Rivers in Nunavut.*

- In conformance with Article 9 of the NLCA, commence and conclude negotiations with INAC, Parks Canada, NTI and the three RIAs on an IIBA for Heritage Rivers.

**Status:** *On-going. Expected to conclude in 2006-07.*

- Complete and install new program, directional/interpretive signage at parks in Cambridge Bay, Rankin Inlet and Iqaluit.

**Status:** *On-going. Project was tendered and awarded.*

- Complete all feasibility/concept studies and community/regional consultations for a new park north of Clyde River.

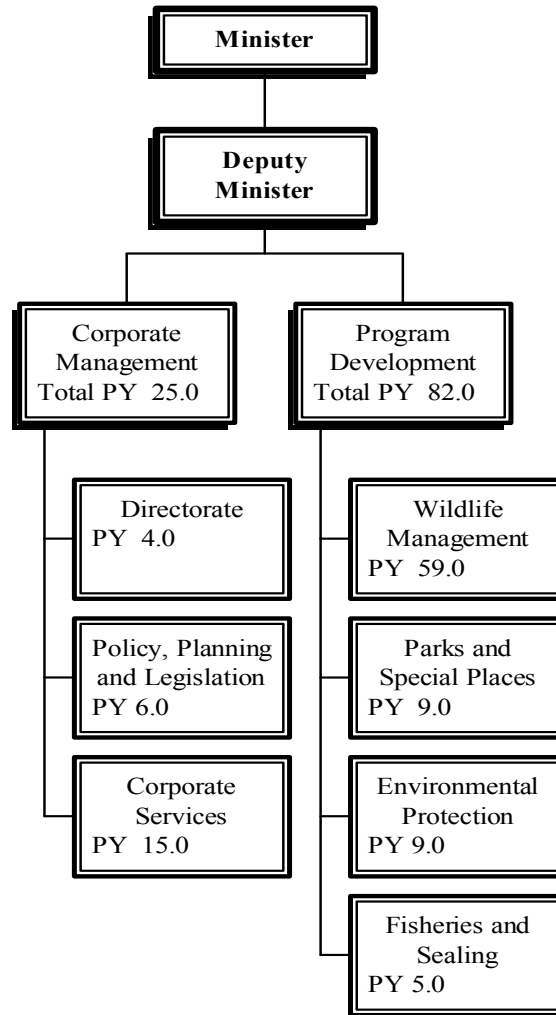
**Status:** *Completed.*

### **Priorities (2006-07)**

- Conclude the negotiations of an Umbrella IIBA for Canadian Heritage Rivers in Nunavut.
- Complete management plan for the Coppermine Heritage River.
- Continue to support efforts to secure funding for the implementation of the Umbrella Territorial Parks IIBA, and the newly approved Management Plan for the Thelon Game Sanctuary.
- Participate in negotiations with Canada and the Kivalliq Inuit Association for an IIBA for the Thelon Game Sanctuary.
- Begin master plan/resource inventories for Clyde River Park.
- Continue territorial park development in keeping with Park Master Plans, IIBA, and GN Capital Plan.
- Continued development of a new *Territorial Parks Act*.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	104.0
Vote 4/5 PYs	3.0
Revolving Fund PYs	-
<b>TOTAL PYs</b>	<b>107.0</b>

## **Departmental Roles**

### **Corporate Management**

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.

Corporate Management includes the Directorate, the Policy, Planning and Legislation division, and the Corporate Services division, with sector-specific input from the Program Development and Delivery divisions.

### **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.

### **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.

### **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 fall under this division.

## **Program Development and Delivery**

### **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 IQ to form the basis for wildlife management decisions. The Wildlife division provides training and support to conservation officers and coordinates conservation education and public education on wildlife management.

### **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's Lands. The division also coordinates GN positions related to land use plans developed by the Nunavut Planning Commission.

### **Fisheries and Sealing**

The Fisheries and Sealing 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 benefits derived from territorial resources remain in Nunavut. The division is also the lead for implementing Nunavut's fisheries sealing strategies and providing support to the fur sector.

### **Parks and Special Places**

The Parks and Special Places division is responsible for the *Territorial Parks Act*, and Article 8 of the NLCA. The division develops and delivers the Nunavut Parks and Special Places program, either directly or through third party agreements including capital planning, infrastructure, information services, marketing, promotion and research.



**Financial Summary**

Branch	2006 - 2007 Main Estimates		2005 - 2006 Main Estimates	
	\$000	PYs	\$000	PYs
<b>CORPORATE MANAGEMENT</b>				
Salary	2,503	25.0	2,690	29.0
Grants & Contributions	0		0	
Other O&M	1,013		1,016	
<b>Subtotal</b>	<b>3,516</b>		<b>3,706</b>	
<b>PROGRAM DEVELOPMENT AND DELIVERY</b>				
Salary	8,160	82.0	7,604	79.0
Grants & Contributions	1,891		1,916	
Other O&M	3,075		2,902	
<b>Subtotal</b>	<b>13,126</b>		<b>12,422</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>16,642</b>	<b>107.0</b>	<b>16,128</b>	<b>108.0</b>

**Glossary of Acronyms Used:**

<b>CHAP</b>	Community Harvesters Assistance Program
<b>COP-11</b>	Council of the Parties Eleven
<b>DOE</b>	Department of Environment
<b>DFO</b>	Department of Fisheries and Oceans Canada
<b>EIA</b>	Environmental Impact Assessment
<b>GN</b>	Government of Nunavut
<b>HTO</b>	Hunters and Trappers Organization
<b>IIBA</b>	Inuit Impact and Benefit Agreement
<b>IEP</b>	Inuit Employment Plan
<b>INAC</b>	Indian and Northern Affairs Canada
<b>IPG</b>	Institution of Public Government
<b>IQ</b>	Inuit Qaujimajangit
<b>MOU</b>	Memorandum of Understanding
<b>NIRB</b>	Nunavut Impact Review Board
<b>NLCA</b>	Nunavut Land Claims Agreement
<b>NPC</b>	Nunavut Planning Commission
<b>NTI</b>	Nunavut Tunngavik Incorporated
<b>NWB</b>	Nunavut Water Board
<b>NWMB</b>	Nunavut Wildlife Management Board
<b>PPL</b>	Policy, Planning and Legislation division
<b>RIA</b>	Regional Inuit Association
<b>RWO</b>	Regional Wildlife Organization

**Department of  
Community  
and Government  
Services**

**Business  
Plan**

*2006-2007*

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## **INTRODUCTION**

### **Our Mission**

CGS works in partnership with community governments and assists them in building their capacity so that they can meet the needs of their residents. We provide programs and funding that support core municipal operation, infrastructure development, and land development. Support is provided to ensure training for councils and municipal employees is available.

CGS provides a range of central services to other government departments and agencies to support the efficient and effective operation of their program and services. That includes procurement, sealift logistics and contracts services; property management and maintenance; technical and project management related to infrastructure construction; and information and records management services.

CGS is also responsible for services directly related to the public. That includes fire safety promotion, inspection and training; electrical and mechanical inspections of buildings; emergency management services including search and rescue coordination and training; consumer affairs; and acquisition and distribution of petroleum products for communities. These services require direct contact with community governments, the business community and the public.

### **Our Vision**

The Department of Community and Government Services believes we have a key role to play in supporting self-governing, sustainable communities that serve the social and cultural needs of their residents and contribute to Nunavut's economic growth and social, cultural and environmental well-being.

We see a department that contributes to that vision by efficiently providing appropriate programs and services directly to communities and their residents and indirectly through the central government services provided to other departments and agencies.

### **Our 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.
- Demonstrating a service orientation to our clients means timely responses, a problem solving focus and maintaining a positive, helpful attitude. This is a key to providing efficient and effective services to communities and client departments.

## **Language Services**

The Department of Community and Government Services issues its public communications in Inuktitut, Inuinnaqtun, French and English, as appropriate. The department is committed to continuing implementation of the recommendations of the Government of Nunavut language use guidelines.

Priorities include ensuring that:

- Services are provided to the public in the official languages of the community.
- Correspondence is provided in the language of the recipient.
- All public meetings are conducted in the appropriate official languages.
- GN language service guidelines are incorporated in RFP and tender calls for contracts.
- Proper signs in official languages are present on all GN buildings.
- Mail, e-mail and telephone services are consistent with GN language guidelines.



## **STRATEGIC COMMITMENT TO PINASUAQTAVUT**

CGS has a number of initiatives that directly contribute to Pinasuaqtavut. These are incorporated in the priorities and workplans of department staff.

### **Inuuqatigiittiarniq: Healthy Communities**

#### Conserve and Reduce Energy Use

- We are implementing the Nunavut Energy Management program with its three elements:
  - Energy Retrofit program for existing buildings,
  - Save 10 conservation program for government buildings, and
  - Energy Efficiency Review program for new buildings.

#### Improve Communication with Communities and Partner with the Nunavut Association of Municipalities NAM

- The first major step has been taken with the formation of the Nunavut Community Infrastructure Advisory Committee.
- We have created a new department website that will provide easy access for communities to our resources, programs and services.
- There will be a substantial presence for the Consumer Affairs division to promote their services to the public.

#### CGS will provide assistance on project design and project management for capital construction related to:

- Care facilities for Elders,
- Healing centres / correction facilities.

#### Explore the repatriation of used vehicles

- Our work on solid waste sites is taking this issue into consideration.

#### Supporting home ownership

- Our work on simplifying land review and registry will contribute to this.

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

### Simplify Funding to Communities

- The new and greatly simplified Municipal Funding program was introduced in 2005 along with \$4 million of additional O&M funding.
- We have completed the work on the new Water and Sewer Funding program following pilots in several communities and will be implementing it in 2006.
- Through the Nunavut Community Infrastructure Advisory Committee, the allocation of all capital funding to communities will become more transparent.

### Streamline Land Review and Registry

- We have just completed an internal reorganization to better coordinate this area.
- We are working closely with the Department of Justice to advance land transfer issues.

### Removing barriers to employment

- All job descriptions are being reviewed to remove systemic barriers.

### Producing laws, policies and documents in Inuktitut

- *Fire Act* amendments have been drafted and introduced in the Legislature.

### Strengthening financial management:

- We have spent considerable time with HQ and regional offices improving the financial process, providing training and ensuring better information.

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

### Improve Capital Planning Process

- The new Nunavut Community Infrastructure Advisory Committee is a major step in addressing community concerns about the capital planning process.
- We are working closely with the Department of Finance and other departments to incorporate this process into the revised inter-departmental capital planning process.

### Ensuring a representative public service through emphasis on hiring more beneficiaries

- We have formed an internal training committee to focus on recruitment and staff development, particularly for beneficiaries.

Implementing the NNI Policy

- We work closely with the Department of Economic Development and Transportation on the NNI Policy and implement through our contracting procedures and documents.
- We produce the annual contracting report for the NNI Committee.

**Ilippallianguinnarniq: Continuing Learning**

Build partnerships to meet the expected increase in demand for education and training

- We established the Municipal Training Organization (MTO) in cooperation with the Nunavut Association of Municipal Administrators as the primary vehicle to provide training programs for hamlet employees.
- We will continue to directly support and expand community-based training for hamlet employees through the MTO in cooperation with Nunavut Arctic College.

CGS will provide assistance on project design and project management for capital construction related to:

- Cultural School,
- Heritage Centre,
- Trades School.

## INUIT EMPLOYMENT PLAN

Article 23 of the *Nunavut Land Claims Agreement* grants a powerful mandate to the Government of Nunavut to work towards increased 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.

### Departmental Inuit Employment Goal

Most job categories will have reached 56% by the year 2009/10 except for middle management and professional positions. This is due to problems filling positions requiring professional designations and/or accreditations. Nunavut currently has a very small pool of university graduates to take on these appointments.

### Departmental Inuit Employment Targets

Inuit Employment Representation	As of March 31, 2005		Target for 2006-07	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b> *1	<b>348</b>	<b>100</b>	<b>332</b>	<b>100</b>
Total Filled Positions	253	73	266	80
Total Vacancies	95	27	66	20
Total Beneficiaries	101	40	117	44
<b>Total Executive Positions</b>	<b>3</b>	<b>100</b>	<b>3</b>	<b>100</b>
Total Filled Executive Positions	3	100	3	100
Total Vacant Executive Positions	0	0	0	0
Total Beneficiaries in Executive Positions	1	33	1	33
<b>Total Senior Management Positions</b>	<b>17</b>	<b>100</b>	<b>16</b>	<b>100</b>
Total Filled Senior Management Positions	17	100	16	100
Total Vacant Senior Management Positions	0	0	0	0
Total Beneficiaries in Sr. Management Positions	7	41	8	50

Inuit Employment Representation	As of March 31, 2005		Target for 2006-07	
	Number #	Capacity %	Number #	Capacity %
<b>Total Middle Management Positions</b>	<b>50</b>	<b>100</b>	<b>52</b>	<b>100</b>
Total Filled Middle Management Positions	37	74	38	73
Total Vacant Middle Management Positions	13	26	14	27
Total Beneficiaries in Middle Management Positions.	8	22	9	24
<b>Total Professional Positions</b>	<b>89</b>	<b>100</b>	<b>80</b>	<b>100</b>
Total Filled Professional Positions	65	73	69	86
Total Vacant Professional Positions	24	27	11	14
Total Beneficiaries in Professional Positions	14	22	19	28
<b>Total Paraprofessional Positions</b>	<b>145</b>	<b>100</b>	<b>134</b>	<b>100</b>
Total Filled Paraprofessional Positions	98	68	97	72
Total Vacant Paraprofessional Positions	47	32	37	28
Total Beneficiaries in Paraprofessional Positions	44	45	44	45
<b>Total Administrative Support Positions</b>	<b>44</b>	<b>100</b>	<b>47</b>	<b>100</b>
Total Filled Administrative Support Positions	33	75	43	91
Total Vacant Administrative Support Positions	11	25	4	9
Total Beneficiaries in Administrative Support Positions	27	82	36	84

\*1: Total departmental positions of 348 as at March 31<sup>st</sup>, 2005 included unfunded positions.

## Departmental Inuit Employment Initiatives

The department has identified means to help attract and retain Inuit staff. Factors involved include the need for 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 catering to the needs of an Inuit workforce should assist with this goal.

CGS is committed to identifying intern positions that qualify for support internally and under the Management Development / Sivuliuqtiksats Program that seeks to develop internship opportunities with support and funding by the Department of Human Resources. We have also worked to develop apprenticeship programs to fit the needs of staff in the construction related trades. As a priority, CGS has created two positions as an internal internship in our regional offices and two positions for apprenticeship in Iqaluit.

The department is also taking some direct action to assist in addressing the need for more beneficiaries in professional positions. We are working with Nunavut Arctic College to set up a co-op program to train beneficiaries for informatics positions. We are also identifying opportunities for on-the-job training and mentoring of existing staff. We will also provide annual bursaries to high achieving students studying in areas for which there is high need for staff. This is to encourage students to stay in school to completion. To assist in coordinating these training related initiatives, CGS created a Department Training Committee in fiscal 2005-06. This committee will be responsible for the development of an internal training program for the department. This will be achieved by a prioritization of departmental needs in conjunction with training programs available. From there, funds will be identified to facilitate the development of training and course curriculums. The committee will report back through its members to each division to ensure course and curriculum development are consistent with departmental needs as well as GN practices and article 23 of the Nunavut Land Claims Agreement.

## **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.

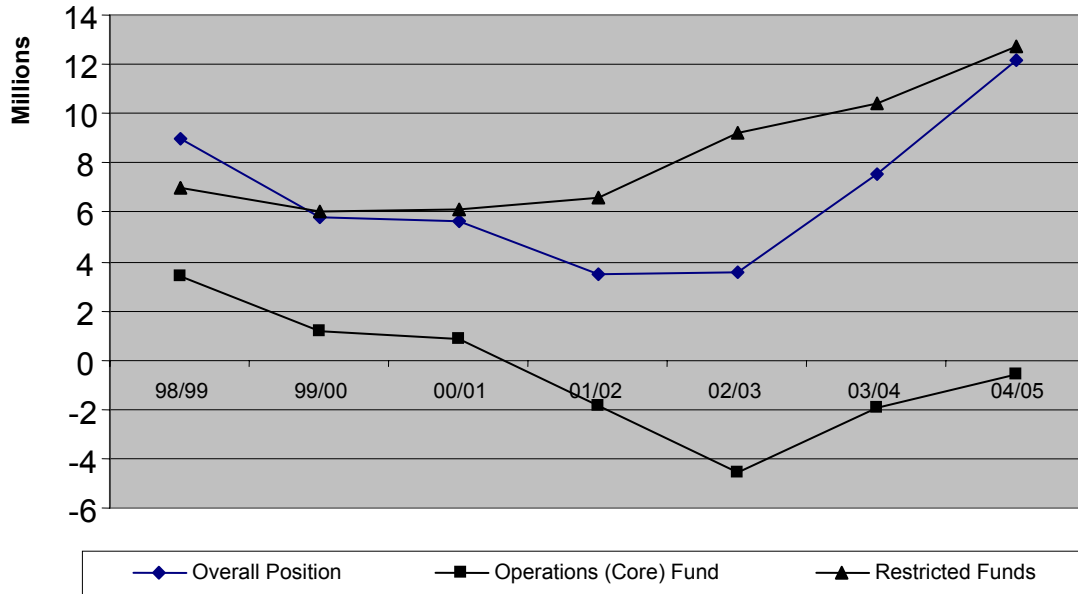
### **Increasing Municipal Stability and Support Services**

Municipal operations have become increasingly complex over the past decade. This growing complexity has been made more difficult by rising costs, short term or unpredictable sources of revenue, increasing trends to “conditional” funding and shared responsibility for capital purchases. These circumstances have put stress on staff, program delivery and finances.

CGS has moved to address these issues by securing additional funds for municipalities and increasing monitoring and evaluation. This allows the department to identify potential problems and provide information and advice to municipalities more quickly. Where there have been difficulties, CGS and municipal councils have cooperatively 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.

**Figure 1 Municipal Funding & Financial Position  
Profiles of Municipalities**



Core municipal funding was increased by \$4 million as of April 1, 2005 representing a 14% increase in base operating dollars for Nunavut municipalities. Coupled with an increase in 2003-04, municipalities now operate on funding levels that have increased by 30% from 2002-03 levels. This better allows Nunavut municipalities to offer community residents quality programs and develop capacity without exposing the financial health of communities to undue risks.



**Nunavut Operating Environment ~ Statistical Profile 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

\* Source: Government of Nunavut – Bureau of Statistics

Notes:

- 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 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, mobile equipment, municipal administration and recreational infrastructure.

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.

In 2005, two major agreements were signed with the Government of Canada which will result in a substantial increase in infrastructure funding available to all municipalities. Over a five year period, infrastructure funding will increase dramatically compared to the funding previously available through the GN's own resources. This funding increase is very positive for the territory; the department recognizes that the workload for existing employees to manage the funding and construction projects will increase dramatically and will take steps to address this.

Priority setting for the use of this funding presents a significant challenge, particularly to ensure full consultation and collaboration with municipal governments. In 2005, the Nunavut Community Infrastructure Advisory Committee (NCIAC) was jointly formed by CGS and the Nunavut Association of Municipalities (NAM). The NCIAC plays a key role in developing criteria and establishing priorities for municipal capital infrastructure projects.

## **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.

For the past two years 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 2005 re-supply have increased on average approximately 50% from the 2004 re-supply cost levels.

## **Acquisition of Goods and Services**

There are many challenges related to procurement not the least of which are the restrictions and cost resulting from the need for shipping by air or sea and the need to adhere to the NNI policy. In addition, the limited number of contractors that bid on GN contracts restricts the viability of tender and request for proposal (RFP) processes.

The procurement section has made changes to improve the level of service to GN user departments. Changes include the addition of trained staff for the general procurement of goods and services. The delivery of sealift has been merged with the procurement function; these two functions complement each other and are required to work closely to coordinate the logistics of goods delivery on required terms.

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

Prior to 2003, 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 was often 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 delivers training events on such topics as: management, recreation, land administration, municipal works, finance, emergency services, workplace safety and computer use. The MTO has partnered with Nunavut Arctic College to offer the Municipal Government Program (MGP). Municipal employees along with other community residents now have the ability to receive accredited training and certification in municipal management and governance.

The MTO also published the third annual *Nunavut Municipal Performance Measurement Report* in 2005. The report documents and compares performance in over 40 areas of municipal responsibility and has proved to be a valuable tool in assisting both communities and government identify areas of best practices that can be implemented in all communities. 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, required the development of an enhanced fire protection capability. Insurance premiums tripled during the period 2000-01 to 2003-04. Maintaining affordable fire insurance has become a major issue for Nunavut communities.

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 well underway. The focus is 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 addressing current shortfalls in the ability to effectively meet all identified fire protection needs.

## **Critical Issues**

The department faces challenges that impact on the accomplishment of its mandate.

- In Pinasuaqtavut the GN has outlined a clear and important vision. It has strong support, however the agenda is long and the expectations are very high. Focus must be maintained on achievable priorities and care taken not to attempt more than can realistically be accomplished.
- Our success in delivering on Pinasuaqtavut depends on having sufficient staff, sufficient time and adequate dedicated financial resources. A shortage of staff, adequate time or financial resources impacts on the ability to meet objectives.
- A significant issue is recruiting and retaining technical and professional staff and the need to find the people with the right skills to deliver the program. The recruitment dilemma is compounded by the important commitment to a representative workforce. We believe strongly in the goal but face challenges to recruit, train, and retain Inuit staff, particularly for technical and professional positions.
- Decentralization continues to require attention. CGS staff supports decentralization and the need to provide economic opportunities to small communities through government jobs. However, decentralization impacts on all the elements of staff,

time, and financial resources. It must be considered as we prepare both financial and staffing plans.

- IT requirements must be constantly considered because of our geography and high reliance on technology. This impacts both government services and municipal access to technology. Steps must be taken to improve our network system and to ensure programs are developed with clear consideration of IT requirements and the constraints inherent in our network system.
- Rapid population growth is increasing demand on municipal budgets. The addition of new infrastructure also increases that demand as does ever increasing fuel and utility prices. All this is reflected in increasing maintenance and operational costs which place a strain on municipalities which have limited own-source funding.
- Two years of much higher oil prices have resulted in increased costs to the territorial and community governments. This impacts not only on the costs to government but also directly on the business sector through higher fuel and utility costs. Government has moderated the increasing costs through subsidies which have helped to keep the price increases lower than they might otherwise have been.

## CORE BUSINESS

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

	<b>Budget (\$000)</b>	
	<b>2006-07</b>	<b>2005-06</b>
Advisory and Administrative Services	7,899	8,264
Community Support Services	8,876	9,228
Government Services	54,412	49,816
Municipal Transfer Payments	42,629	39,843
Protection Services	5,433	4,880
Technical Services	21,293	21,620
Petroleum Products *	0	0
<b>TOTAL</b>	<b>140,542</b>	<b>133,651</b>

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

### Advisory and Administrative Services

Advisory and Administrative Services provides information and support to the Minister's office and provides policy and communications support to the senior staff. In addition, it provides financial management, accounting and administration services for headquarter and regional operations.

Advisory and Administrative Services also includes the regional directors who coordinate program and service delivery to community governments.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Directorate</b>		1,567	1,569
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>		589	590
Provides policy and legislative support for the senior managers and Minister.			
<b>Corporate Services</b>		3,682	3,586

Provides financial management, accounting and administrative services for the department.

**Regional Offices** 1,575 1,964

Coordinates program and service delivery to communities through regional offices.

**Support Services** 486 555

Provides human resources services as well as providing internal procedural administrative services for the department.

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**Total, Advisory and Administrative Services** 7,899 8,264

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### **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;

***Status:** Three workshops were delivered to senior management on the eight Inuit Qaujimagatugangit Principles the government has adopted. One workshop was delivered to senior management on teamwork after the amalgamation of the two departments to enhance Piliriqatigiingniq.*

- Continue to improve the recruitment, training and mentoring of Inuit to increase employment and retention in all program areas of the department;

***Status:** Completed the Five Year Inuit Employment Planning Strategy for the department and submitted to Department of Human Resources; developed an IT Technician Co-op program with Nunavut Arctic College and established an internal staff training committee.*

- Continue legislative review and drafting of amendments to the *Fire Prevention Act*;

***Status:** Amendments drafted and consultation completed: introduced in the Legislature during the Fall 2005 sitting.*

- Undertake legislative review of the *Local Authorities Elections Act* and the *Planning Act*;

***Status:** Preliminary review of *Local Authorities Election Act* has begun.*

- Undertake a review of the *Consumer Protections Act*;

***Status:** Review of *Consumer Protections Act* has begun.*



- Assist with the legislation proposal to amend the regulations for the *Technical Standards and Safety Act*;

**Status:** Ongoing –draft regulations completed; revisions underway.

**Priorities (2006-07)**

- Implementation of the Department Inuit Employment Plan Strategy;
- Develop and deliver workshops for all CGS staff across Nunavut on the eight Inuit Qaujimagatuqangit principles so they can be integrated as part of business corporate practice;
- Undertake legislative review of the *Local Authorities Elections Act* and examination of issues regarding the amending of the *Planning Act*;
- Complete drafting instructions to amend the following regulations into the *Technical Standards and Safety Act*. Boiler 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 by providing monitoring and evaluation services. Financial support is provided for specialized community support programs.

Consumer Affairs advises citizens and businesses of 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.

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. Community Planning and Lands also supports communities in developing community sustainability plans.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Community Development</b>		3,181	3,234
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
Facilitates 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>	3,197	3,060
Provides community planning, mapping, property assessments and land administration services. Support communities in developing community sustainability plans.		
<b>Technical Professional Studies Program</b>	45	0
Provides a bursary to university and college students enrolled in post secondary technical studies in the fields of engineering, informatics, community planning, business studies, college programs of fire fighting, training and prevention, and land administration.		
<b>Senior Citizen and Disabled Persons Tax Relief</b>	40	20
Provides 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>	700	1,200
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>Consumer Affairs</b>	258	259
Provides consumer protection services and lottery and business licensing.		

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<b>Total, Community Support Services</b>	<b>8,876</b>	<b>9,228</b>
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**Priorities (2005-06)**

- Develop the framework for the transition of hamlets to municipal taxing authorities, as they are ready;  
**Status:** *Work is ongoing. The department is working to explore all aspects of transitioning to taxing status. We expect to issue the final report with recommendations prior to March 31<sup>st</sup>, 2006.*
- Implement and monitor a simplified and improved Water Sewage Subsidy program pilot project in three communities;  
**Status:** *Working group finalized the report and recommendations. They are being reviewed with NAM and funding recommendations will be developed.*
- Complete the move of responsibility for the Municipal Maintenance Operating System to the regions and communities;  
**Status:** *Completed the move of responsibility for the Municipal Maintenance Operating System to the regions and communities.*
- Implement the Consumer Affairs public awareness strategy;  
**Status:** *Work is ongoing on strategy development.*

**Priorities (2006-07)**

- Initiate formal discussions with municipalities for movement to a tax base structure;
- Implement community maintenance agreements in identified communities;
- Jointly implement the Nunavut Community Infrastructure Advisory Committee with communities;
- Jointly deliver, with NAMIX, loss-control training and development programming to improve loss-control practices;
- Introduce improvements in the land review process;
- Develop communications strategy to better inform the public of the services provided by the Consumer Affairs division and consumer protection issues.

## Government Services

Centralized government services are provided to departments and agencies. The range of services includes property management, utilities management, contracts and procurement and records management.

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>2006-07</b>	<b>2005-06</b>
<b>Telephone Systems (Voice and Video)</b>		4,142	4,542
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 &amp; Planning</b>		15,081	14,606
Provides all Government of Nunavut departments with a shared source of planning, policy, standards, including development, in co-operation with departments, agencies and crown corporations concerning information management throughout GN. Systems support includes operations of computer hardware and software applications.			
<b>Property Services</b>		11,189	10,495
Manages GN office space, administers leases and is responsible for disposal of real property assets.			
<b>Utilities Management</b>		22,297	18,594
Administration of utilities for government facilities. Promotes conservation of non-renewable resources.			
<b>Procurement, Contract Support, and Logistics Services</b>		1,347	1,237
Provides centralized purchasing services for all government departments' goods, services and logistical requirements. Manages the procurement of a wide range of goods and provides expertise in contracting and financial procedures of this operation. Provides expertise in the preparation of tenders and contracts for a variety of activities			

including construction as well as freight and consulting services for all government departments.

**Records Management** 356 342

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

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**Total, Government Services** 54,412 49,816

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**Priorities (2005-06)**

- Review the Government's overall information management methods and capabilities leading to a strategic information management plan which will better align information handling within the government's corporate objectives and priorities;

***Status:** The principals of Information Management and capacity checks have been developed. Records Management impact assessment has been developed.*

- 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;

***Status:** Through the Ardicom Digital Communications Network (DCN) agreement, the core government communities have dedicated core video conferencing services available to them. With the advancement of internet services for voice and data, the government has positioned to implement upgraded services to all core departments, educational boards and affiliated organizations.*

- 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;

***Status:** The telecommunications of the former Health and Education Boards are complete and all routing and design have been implemented based on the existing Wide Area Network contract and donated bandwidth from Industry Canada. The hospital informatics infrastructure in Iqaluit, Rankin Inlet and Cambridge Bay are complete, centralized and supported by IPS. The core informatics infrastructure for the Department of Education is complete and supported by IPS.*

- To enhance and expand the GN's internet presence on the World Wide Web. To institute and rapidly expand the GN's use of intra-net services as a means of distributing information and documentation within and between departments;

**Status:** *The core Government of Nunavut intranet has been developed and implemented. Service delivery mapping and integration has begun for the Departments of Finance, Health, EIA and CLEY and will be expanded to all other Government of Nunavut departments. Government of Nunavut web presence has been enhanced and expanded for quality Government of Nunavut service delivery to the citizens.*

- Completion of the *Contract Procedures manual* with delivery of manual and contracting support, including associated training workshops;

**Status:** *Completed employees reference guide, entitled GN Employee Reference Guide to purchase goods and services with public money including associated training.*

- Completion of analysis of procurement services, including service protocol, systems, and processes;

**Status:** *Completed analysis, implemented improved protocol, systems, and processes to improve services to clients.*

- Completion of analysis of sea-lift delivery and client satisfaction;

**Status:** *Completed analysis, recommendations to be implemented over the coming fiscal year.*

#### **Priorities (2006-07)**

- Develop a completely revised Telecommunications Business Continuity plan (Disaster Recovery) for the Government of Nunavut as a whole;
- Develop and implement an updated Network Domain structure that will provide a more secure, scalable, robust and flexible service for the Government of Nunavut;
- Develop, in accordance with the IEP initiative, and, in conjunction with Nunavut Arctic College, a continuing education program that will provide training and mentoring for future informatics technicians;
- Review the Government of Nunavut core network strategy as it relates to security and safekeeping of sensitive government information.

## Municipal Transfer Payments

Direct financial support is provided to communities through various municipal transfer payments which assist with operation and maintenance in both tax based and non-tax based communities. Support is also provided to transfer operations and maintenance responsibilities for various territorial government services and facilities to municipal governments.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Municipal Funding Policy</b>		31,878	30,078
Allocates core funding that assists community governments to deliver municipal programs and services.			
<b>Water &amp; Sewage Funding Program</b>		5,569	5,569
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>		1,280	1,120
Ensures fair compensation to tax based municipal governments for municipal services provided to the GN.			
<b>Community Transfer Initiative</b>		3,902	3,076
Funds the transfer of responsibilities, functions and resources from various GN departments to municipalities.			
<b>Total, Municipal Transfer Payments</b>		<b>42,629</b>	<b>39,843</b>

### Priorities (2005-06)

- The department will review the success of financial recovery plans and continue to support communities to improve financial capacity;

**Status:** *Two communities placed on deficit recovery plans have fully recovered their deficits. A third community has recovered more than 40 percent of their original deficit in the first year of a three year plan.*

- The department will adopt improved MOAP and water/sewage funding formulas;

**Status:** *The department implemented a simplified funding program to replace MOAP. The new program, Municipal Funding program (MFP), was well received by all Nunavut municipalities. Its introduction coincided with a 14 percent increase in core funding to communities.*

**Priorities (2006-07)**

- The Department is reviewing the Water and Sewage Services Subsidy program (WSSSP). CGS intends to pilot a new waste and sewage subsidy program in three municipalities in 2006-07.

**Protection Services**

Protection Services is responsible for the Office of the Fire Marshal, 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>2006-07</b>	<b>2005-06</b>
<b>Emergency Management Organization</b>		766	741
Responsible for emergency preparedness plans and provides assistance to Nunavut communities in creating their own plans.			
<b>Search and Rescue</b>		500	0
Serves to enhance community-based search and rescue (SAR) capability and preparedness across Nunavut. The program provides SAR training to Search and Rescue Organizations (SARO), assistance with certain SARO equipment, as well as communications systems.			



<b>Fire Equipment</b>	<b>54</b>	<b>99</b>
Ensures the provision of basic essential fire fighting equipment for municipal fire fighters in Nunavut.		
<b>Fire Marshal's Office</b>	<b>1,113</b>	<b>1,065</b>
Provides inspections and enforcement of the applicable fire prevention requirements found in various acts and regulations.		
<b>Fire Protection Strategy</b>	<b>2,000</b>	<b>2,000</b>
Provides for implementation of the Nunavut Fire Protection strategy.		
<b>Inspection Services</b>	<b>1,000</b>	<b>975</b>
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>5,433</b>	<b>4,880</b>

**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;

**Status:** *A Community SAR conference was conducted in December 2005. Community representatives participated with the development of a SAR Prevention strategy in addition to receiving SAR education and training. IQ was a major component in all aspects of the conference and will continue to be incorporated into future SAR initiatives.*

- Assess impact of 1st year Nunavut Fire Protection Strategy initiatives and implement 2nd year initiatives to further meet the needs of communities;

**Status:** *The 1<sup>st</sup> year of the strategy focused upon entry level fire-fighter training and upon the provision of critical equipment to fire departments.*

- Increase our involvement in hazard awareness and loss prevention activities, particularly in schools;

**Status:** *Several municipal fire departments conducted fire prevention activities in schools as part of a variety of Territorial wide activities during National Fire Prevention week. OFM staff conducted hazard awareness with municipal staff,*

*local housing authorities and in schools. Specific hazard awareness and containment lessons are now integral to fire fighter training.*

- 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;

**Status:** *Commencing in 2005, Protection Services has been allocated yearly funding of \$500,000 for direct support to community SAR development. This was used to provide equipment and training to communities.*

- Develop Territorial Emergency Communication strategy;

**Status:** *A draft communication strategy has been developed as a complement to the national strategy that is presently under development. As well, the back-up communication hardware in communities has been enhanced with MSAT and GLOBALSTAR systems.*

- 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;

**Status:** *CGS, in cooperation with EDT, has hired a consultant to study the impacts of the Environmental Protection Act Tank Regulations in Nunavut in order to fully understand and prepare for its implementation. The consultant will identify the status and the mitigation necessary to meet regulatory requirements.*

#### **Priorities (2006-07)**

- A Revised Nunavut Emergency Preparedness Plan (NEPP) will be developed and implemented;
- An enhanced Territorial Emergency Operations Centre (TEOC) will be developed and linked to the federal Government Operations Centre (GOC);
- Emergency Services will facilitate community efforts to access GN policies which provide enhanced equipment and training to SARO;
- Protection Services will refine the long-term strategy to provide guidance for each community fire department to improve services;
- Develop a policy regarding inspections, including fire prevention, for mines and isolated entities.

## Capital Planning and Technical Services

Capital Planning supports community governments regarding capital planning and lifecycle management of municipal infrastructure. It works with the Nunavut Community Infrastructure Advisory Committee to support their identification of community capital infrastructure plans and priorities. Capital Planning is directly responsible for the successful implementation, management and reporting required under the New Deal for Cities and Communities and the Municipal Rural Infrastructure program. Capital Planning supports communities in developing community sustainability plans.

Technical services regarding capital infrastructure are provided to communities and government departments. In addition, infrastructure projects are reviewed for compliance with relevant public health and safety, environmental standards, and regulations during the design and construction stages and monitored for compliance thereafter.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Capital Program</b>		<b>1,826</b>	1,446
Develops the departmental five-year capital plan and supports the successful operation of the Nunavut Community Infrastructure Advisory Committee.			
<b>Technical and Project Support Services</b>		<b>2,917</b>	3,049
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.			
<b>Regional Project Management</b>		<b>2,910</b>	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.			
<b>Building Maintenance</b>		<b>13,640</b>	14,341
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.			
<b>Total, Technical Services</b>		<b>21,293</b>	<b>21,620</b>

**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, departmental staff are aware and respectful of the vast knowledge available from people at the community level;

**Status:** *Community consultations are held during the preliminary design phase of all major construction projects. The communities are involved in all aspects of design from the selection of site to the selection of key design components. This process is fully implemented. It is constantly reviewed for improvement.*

- Inspections of existing facilities to ensure compliance with building/mechanical and electrical code standards will be expanded;

**Status:** *Inspections are completed upon request from client departments. When requested, an evaluation of the facilities civil, structural, architectural, mechanical and electrical components is completed. When necessary, specialists from other fields are contracted. This process is currently under review and may be combined with the asset management and capital planning process.*

- Full implementation of the capital planning and asset management database;

**Status:** *Final version of the new Capital Planning and Asset Management Database (RECAPP) has been received from the vendor. Final training for all client departments was provided in September 2005. Management of the database will be the responsibility of the Property and Asset Management section.*

- Implementation of phase 1 of Energy Conservation Training and Awareness program;

**Status:** *The Save 10 Program has been announced to all GN employees via e-mail and a website was established. A Building Environmental Systems (BES) program has been modified for implementation through Arctic College. An educational seminar has been created for delivery in all schools in Iqaluit and for all GN employees who wish to participate.*

**Priorities (2006-07)**

- Implementation of phase 2 and 3 of energy management program.
  - Nunavut Energy Retrofit program. Measures that reduce energy consumption and cost;

- Facility Energy Efficiency Review program. Guidelines for all future construction;
- Develop a long-term GN office space plan. Assist Nunavut client departments, boards and agencies with capital and program planning and coordinating needs analysis.

## **Petroleum Products (PPD)**

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. The program's operating costs are financed through the Petroleum Products Revolving Fund that provides the resources to purchase and distribute the fuel consumed annually in the communities.

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

- Ensure all Regional PPD Officers renew and or complete their Supervisor Oil Transfer Operations training;

**Status:** *All PPD Officers and some contractors where necessary received their certification on Supervisor Oil Transfer Operations prior to the commencement of the 2005 re-supply season.*

- Lobby Transport Canada for a tanker to sail into Kugaaruk with all fuel products in lieu of annual airlift;

**Status:** *The Woodward tanker vessel was granted approval from Transport Canada to sail into Kugaaruk during 2005 re-supply season.*

- Implement recommendations by Transport Canada on our fuel transportation contract;

**Status:** *All recommendations made by Transport Canada to reduce the risks of spills in Nunavut have been implemented for the 2005 re-supply season. Both of Woodward's tanker vessels are equipped with hose reels, couplings have been changed to the recommended couplings made by Transport Canada and 100*

*foot hoses have been replaced with 200-400 foot hoses to reduce the number of connections.*

- Ensure environmental and emergency plans are developed and implemented;

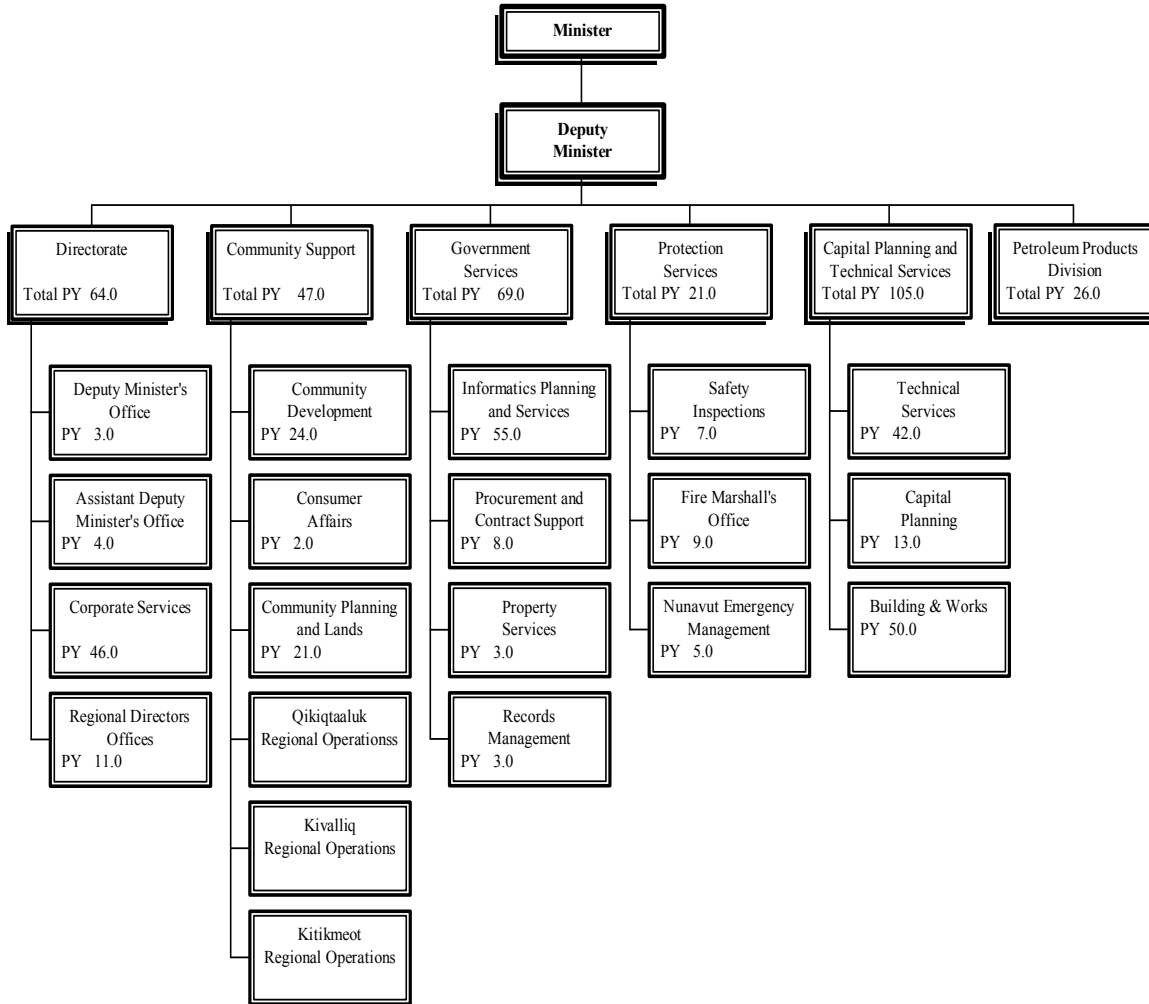
**Status:** *The Oil Pollution Emergency Plans have been forwarded to Transport Canada for final approval.*

**Priorities (2006-07)**

- Update the aircraft refueling training program;
- Review and implement the training response plans under the *Canada Shipping Act*;
- In conjunction with Protection Services of CGS, develop a plan to respond to requirements of the new federal tank farm storage regulations;
- Implement the recommendations in the *Gasoline Report*.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	306.0
Vote 4/5 PYs	-
Revolving Fund PYs	26.0
<b>TOTAL PYs</b>	<b>332.0</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 includes financial management, accounting and administration services. 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. Provides communities with support in planning and land administration, as well as implementation of community sustainability plans. 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 and energy management standards for infrastructure. Provides direct support to the Nunavut Community Infrastructure Advisory Committee in actively engaging communities in solving their infrastructure challenges and implementing community sustainability plans.

### **Government Services**

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

### **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 Territorial and Federal legislation, Protection Services provides guidance and response



to all Territorial emergencies. It is responsible for 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	2006-07 Main Estimates		2005-06 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	6,474	64.0	6,697	66.0
Grants & Contributions	0		0	
Other O&M	1,425		1,567	
<b>Subtotal</b>	<b>7,899</b>		<b>8,264</b>	
<b>COMMUNITY SUPPORT AND OPERATIONS</b>				
Salary	4,839	47.0	4,477	44.0
Grants & Contributions	44,669		42,318	
Other O&M	1,997		2,276	
<b>Subtotal</b>	<b>51,505</b>		<b>49,071</b>	
<b>GOVERNMENT SERVICES</b>				
Salary	6,713	69.0	6,077	64.0
Grants & Contributions	0		0	
Other O&M	47,699		43,739	
<b>Subtotal</b>	<b>54,412</b>		<b>49,816</b>	
<b>PROTECTIVE SERVICES</b>				
Salary	2,171	21.0	1,906	19.0
Grants & Contributions	1,654		1,199	
Other O&M	1,608		1,775	
<b>Subtotal</b>	<b>5,433</b>		<b>4,880</b>	
<b>CAPITAL PLANNING AND TECHNICAL SERVICES</b>				
Salary	10,041	105.0	9,826	102.0
Grants & Contributions	0		0	
Other O&M	11,252		11,794	
<b>Subtotal</b>	<b>21,293</b>		<b>21,620</b>	

Branch	2006-07		2005-06	
	Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs
<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>140,542</b>	<b>332.0</b>	<b>133,651</b>	<b>321.0</b>

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**Department of**  
**Economic**  
**Development and**  
**Transportation**

**Business**  
**Plan**

*2006-2007*

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## **INTRODUCTION**

The role of the department of Economic Development and Transportation (the department) is to respond to economic development opportunities in Nunavut, so that Nunavummiut participate fully in the benefits of economic growth. The department fulfills this role by: a) supporting the growth of specific economic sectors, including mining, tourism, and cultural industries; b) helping to build capacity in our communities, including business development; and, c) maintaining and expanding a safe, secure, and efficient transportation system, including airports, harbours, and roads.

### **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 Services**

Almost 50% of the department's employees speak Inuktitut as their first or second language. Services are available in Inuktitut in all departmental headquarters and regional offices. Voice-mail instructions and automated telephones services are provided in Inuktitut. Business cards, e-mail signature blocs, letterhead, job postings, promotional materials, application forms, press releases and other public documents are translated into Inuktitut, and Inuinnaqtun and French where applicable.

### **Specific services available in Inuktitut**

Front desk administrative personnel are able to serve the public in Inuktitut.

### **Specific services available in Inuinnaqtun**

Two members of staff in the department's Kugluktuk office are available to assist with public inquiries in Inuinnaqtun. Local Inuinnaqtun interpreters also assist in the delivery of the prospecting courses offered by the department's Division of Minerals and Petroleum Resources.

### **Specific services available in French**

Seven employees can assist with public inquiries in French: three in Iqaluit; two in Pangnirtung; one in Rankin Inlet; and, one in Arviat.

### **Plans for 2006-2007**

The department will continue to aggressively implement its Inuit Employment Plan.

The departmental website will provide services in Inuktitut, Inuinnaqtun, English, and French.

## **STRATEGIC COMMITMENT TO PINASUAQTAVUT**

### **Inuit Qaujimajatuqangit**

The department will implement *Inuit Qaujimajatuqangit* in the workplace. The department established an *Inuit Qaujimajatuqangita Isumaksaqsuiuqtingit* Committee to provide advice and recommendations on *Inuit Qaujimajatuqangit* and related issues. The Committee reviews and contributes to policy and program development, and advises on the implementation of the department's Inuit Employment Plan.

The department strives to provide programs and services that meet the needs of Nunavummiut by: a) using Inuit knowledge, culture, and values b) recognizing the needs and aspirations of the community and, c) consulting the public and affected interest groups.

### **Healthy Communities**

The department is committed to enhancing economic opportunities in Nunavut and to recognizing communities with the greatest economic need. The department will revise and develop programs in key economic sectors – mining, tourism and cultural industries – and promote training for individuals and community and regional businesses.

The department will improve communications with our communities, and will ensure program information is readily available.

The department will work with regional and territorial organizations to improve the distribution of information to communities about our programs and services.

The department will ensure that the transportation system meets the needs of all Nunavummiut, and will lobby the federal government for recognition of Nunavut's specific transportation issues.

### **Simplicity and Unity**

The department will prepare all public documents in plain language so that they are accessible to the public. The department will incorporate Inuit societal values in our policies and procedures.

The department will revise our business development programs to make them more accessible to the public.

The department will eliminate duplication of services by working with other GN departments, crown agencies, our partners, and other levels of government to coordinate our efforts and to maximize the effectiveness of our resources.

## **Self-Reliance**

The department is the lead department for the Government of Nunavut (GN) in the implementation of the *Nunavut Economic Development Strategy*. The department coordinates and monitors the implementation of the 13 “strategic priorities” by GN departments and crown agencies.

The *Nunavut Economic Development Strategy* will be implemented in partnership with Nunavut Tunngavik Inc., Indian and Northern Affairs Canada, and in consultation with the members of the Nunavut Economic Forum.

The department will continue to increase Inuit employment to representative levels through our recruitment, training, and internship programs.

The department will work with the federal government to coordinate our respective economic development programs.

The department is the lead department in the “Barrier to Business” study initiated in 2005-2006. The department will work with GN departments and crown agencies to reduce the obstacles to starting and operating a business in Nunavut.

The department will continue to support GN initiatives on Devolution.

## **Continuing Learning**

The department will support training in mining, tourism, cultural industries and small business in communities and Nunavut-wide.

The department will support the department of Education in the development of a mine training facility in Nunavut.

## INUIT EMPLOYMENT PLAN

### Departmental Inuit Employment Goal

The goal of the department is for Inuit employment to attain a level of 56% across all occupational categories for the 2008-2009 fiscal year-end.

### Departmental Inuit Employment Targets

Inuit Employment Representation	As of March 31st, 2005		Target for 2006-07	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>120</b>	<b>100</b>	<b>123</b>	<b>100</b>
Total Filled Positions	100	83	108	86
Total Vacancies	20	17	17	14
Total Beneficiaries	49	49	59	55
<b>Total Executive Positions</b>	<b>3</b>	<b>100</b>	<b>3</b>	<b>100</b>
Total Filled Executive Positions	3	100	3	100
Total Vacant Executive Positions	0	0	0	0
Total Beneficiaries in Executive Positions	2	67	2	67
<b>Total Senior Management Positions</b>	<b>14</b>	<b>100</b>	<b>14</b>	<b>100</b>
Total Filled Senior Management Positions	13	93	14	100
Total Vacant	1	7	0	0
Total Beneficiaries in Senior Management Positions	4	31	6	43
<b>Total Middle Management Positions</b>	<b>24</b>	<b>100</b>	<b>25</b>	<b>100</b>
Total Filled Middle Management Positions	19	79	21	84
Total Vacant Middle Management Positions	5	21	4	16
Total Beneficiaries in Middle Management Positions	7	37	9	43
<b>Total Professional Positions</b>	<b>16</b>	<b>100</b>	<b>16</b>	<b>100</b>
Total Filled Professional Positions	13	81	13	81
Total Vacant Professional Positions	3	19	3	19
Total Beneficiaries in Professional Positions	3	23	7	54
<b>Total Paraprofessional Positions</b>	<b>46</b>	<b>100</b>	<b>47.4</b>	<b>100</b>
Total Filled Paraprofessional Positions	37	80	40	82
Total Vacant Paraprofessional Positions	9	20	7.4	16
Total Beneficiaries in Paraprofessional Positions	20	54	20	50
<b>Total Administrative Support Positions</b>	<b>17</b>	<b>100</b>	<b>18</b>	<b>100</b>
Total Filled Administrative Support Positions	15	88	17	94
Total Vacant Administrative Support Positions	2	12	1	6
Total Beneficiaries in Admin. Support Positions	13	87	13	76

### **Departmental Inuit Employment Initiatives**

The department established the *Inuit Qaujimagatuqangita Isumaksaqsiiuqtingit* Committee to monitor the implementation of our Inuit Employment Plan.

### **Government of Nunavut Initiatives**

The department continues to participate in GN initiatives to implement the Inuit Employment Plan.

### **Employment Preparation Initiatives**

The department has established a “Math and Sciences Awards Program” to reward the top math and science students in grade 8, grade 10 and grade 12 in each community.

The department supports two beneficiaries, who are students in post secondary studies in geology.

The department participates in the GN summer employment program.

### **Organizational Design Initiatives**

Job descriptions for positions in the department are written in plain language, with clear descriptions of the knowledge, skills and attitudes required.

The department will implement a new employee retention plan, and hold employee recognition and staff appreciation events. In addition, the human resources section of the department will work with employees to develop training plans and implement a monitoring system to ensure that training is available for all staff.

## **ENVIRONMENTAL SCAN**

### **Economic Growth and Development**

Nunavut's economic future depends on the wise and sustainable use of the land – the enormous untapped potential of the Canadian Arctic. Nunavut encompasses a vast area, spanning almost two million square kilometres, covering 20 percent of Canada's land mass and including two-thirds of Canada's coastline. Canada's sovereignty in the Arctic and the country's future economic security depends on our land and our careful management of its resources.

Nunavut's economic traditions are based on harvesting, and Nunavummiut continue to maintain strong ties to the land and to the knowledge that permits the use of the resources of the land in a sustainable manner. Nunavut's striking landscapes and wealth of land-based traditions has fostered a rich and vibrant culture that is recognized around the world. Today, Nunavut's economy is being built on these traditions with new developments in mining, tourism, fisheries, and the cultural industries. There are emerging opportunities in aerospace, energy and new media. Each growth sector in Nunavut is a vital component of Canada's economy and an opportunity for Nunavummiut to benefit from economic growth.

To take full advantage of this potential economic growth, we depend on our physical infrastructure in addition to our natural resources and our knowledge of the land. Above all, the continuing development of Nunavut's transportation system – our airports, marine facilities, and the creation of roads to resources, including links to the rest of Canada – is essential to our future and the ability of Nunavummiut to be full participants in the growth of our economy.

The primary objective of the department is to help turn the enormous potential of Nunavut into economic benefits for our people. This requires linking Nunavut's community-based economies with the global economy. As Nunavut's economy grows, international trade and export development will become increasingly important. Through the development of sophisticated transportation and communications systems, including the creation of broadband networks, Nunavummiut can participate in a global economy, while maintaining strong and healthy communities.

### **Community Economic Development**

Community economic development is a community-based approach to planning and development. It encompasses the economic, social, cultural and environmental priorities and goals of the community. Community economic development aims at the full participation of community members in the economy, drawing on local resources, which are mobilized through organizational development and partnerships.

### **Nunavummi Nangminiqagtunik Ikajuuti (NNI) Policy**

The creation of the department's NNI Secretariat has opened new opportunities to support economic development in Nunavut.

The NNI Policy supports community economic development by providing community and Inuit businesses a preference in the government tendering process. The full application of the NNI policy to crown agencies and municipal government operations will contribute further to the growth of community economies.

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

The private sector, especially small Nunavut-based businesses, still represents only a small part of the whole economy. Many business opportunities require management skills and capital that many small business owners do not currently possess. There is a need to support the young and growing population of Nunavut through capacity building, education, training and skill development in business.

The implementation of the NNI Policy will lead to greater training and development opportunities for small business by ensuring that training programs are included in large capital projects of the GN.

### **Tourism Development**

Nunavut's distinctive attractions have tremendous potential to support the development of tourism products and services. The tourism sector generates external capital, promotes Inuit culture and the protection of the territory's natural resources. Tourism depends on promotion and marketing, the development of appropriate standards and regulations, and infrastructure and product development.

### **Knowledge Economy Development**

The development of broadband infrastructure is vital to Nunavut's economic future. Opportunities are emerging for Nunavummiut to engage in e-commerce, trade and export, to participate in online training, promote our cultural industries, and develop advanced communications. Broadband also supports the creation of social capital essential to economic growth.

### **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 enter extra-territorial 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. Value-added industries in arts and crafts, traditional harvesting, and eco-tourism, must be developed.



### **Mineral Exploration and Development**

Nunavut is recognized as one of Canada's most attractive jurisdictions for mineral exploration and investment. This exploration activity is occurring across the Territory, with associated employment and business opportunities developing today in at least ten communities. In 2005, mineral exploration investment in Nunavut was estimated to be approaching \$200 million. The construction and operation of mines will be the outcome of this investment, and will provide a strong foundation for Nunavut's future.

### **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 address the challenges created by year round ice cover, remote location, and the limitations of technology. There will be a strong demand for Nunavut's petroleum resources. The department will take a proactive approach in responding to this economic opportunity.

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

Imperative to economic development is the control of land and resource management responsibilities. This will provide valuable sources of funding for the territory through mineral and petroleum royalties. Devolution of authority for land management is essential if Nunavummiut are to be self-reliant and the beneficiaries of future economic growth.

### **Transportation**

Transportation affects the lives of Nunavummiut every day. Nowhere in Canada are people as dependent on a safe and effective transportation system as our people in Nunavut. Severe weather, the great distances between our communities, their remoteness from the rest of Canada, and our small and widely distributed population, present challenges for our transportation services and infrastructure.

### **Airport Improvements**

Air transportation is the only year round means to access neighboring communities, other regions and the rest of Canada. Many airports require improvements for safety, security and maintenance purposes, and the need to accommodate new security regulations and newer and more efficient aircraft. This will lead to improved air services, but make it difficult to control costs. Nunavut airports are strategically located for servicing international flight routes and for participating in the cold weather testing industry, and are a critical transportation link for Canada in the maintenance of our country's sovereignty.

### **Small Craft Harbours Improvement**

All Nunavut communities depend on access to the sea for annual re-supply and participation in traditional harvesting. More communities today rely on this access for an emerging and increasingly important commercial fishery. The lack of proper marine facilities impacts on the safety and efficiency of Nunavut's small craft harbours and hinders the development of commercial fisheries.

### **Investment Attraction**

Investment is necessary to provide Nunavut businesses and development corporations with the people and the financial resources they need to develop economic opportunities. It is vital to attract both public and private investment from outside Nunavut to strengthen the economy. This investment can be directed into joint ventures with Inuit and local firms, with the support provided by the NNI Policy. In addition, investment opportunities must be researched and analyzed to identify new value-added industries for the Territory.

### **Alternate Financing Systems**

Community banking and financial facilities in our communities will encourage savings and make lending capital available for business development. Viable community banking systems to support community economic development and wealth generation must be established in Nunavut.

### **Partnering with other Public Funding Agencies**

Nunavut has distinct developmental needs that must be recognized and addressed with sufficient financial resources to ensure that economic growth takes place. As interest in Nunavut's resource development, tourism, and cultural industries increases, so will the demand for improved transportation infrastructure. With growing public needs and limited resources, the GN must work in partnership with other levels of government to build adequate levels of funding for the attainment of a strong and sustainable economy.

## **Critical Issues**

The department responds to several critical issues and associated challenges when acting on its priorities.

1. *Inuit Qaujimajatuqangit* is the foundation for the department's programs and services and determines the method for program delivery.
2. Inuit employment objectives must be attained.
3. A decentralized government model must be fully supported.
4. There is increased public scrutiny of our response to economic opportunities.
5. High transportation costs must be reduced while services are improved.
6. New markets for Nunavut's products and services must be identified.
7. To succeed, our development activities depend on funding support from other government sources and private agencies.
8. Nunavut needs appropriate regulations for sustainable economic growth.

## CORE BUSINESS

The scope of responsibility for the department includes local, regional, and national developmental activities in support of key sectors of Nunavut's economy. The department must provide access and mobility of people, goods, and services for all Nunavummiut in all communities. The department works in collaboration with other GN departments and the crown agencies to fulfill these responsibilities, and uses a cooperative and partnership approach when acting on departmental initiatives. The department is committed to developmental activities that are sustainable and support traditional livelihoods. The department concentrates on five lines of core business:

	Budget (\$000)	
	2006-07	2005-06
Advisory and Administrative Services	5,184	5,064
Community Capacity Building	17,103	16,899
Tourism, Trade, and Cultural Industries	3,802	3,663
Minerals and Petroleum Resources	2,596	2,154
Transportation	17,395	16,884
<b>TOTAL</b>	<b>46,080</b>	<b>44,664</b>

### Advisory and Administrative Services

Advisory and Administrative Services provide overall central leadership and direction to the department. This program area monitors overall progress in the department on key government priorities, including implementation of *Pinasuaqtavut 2004-2009*, *Inuit Qaujimajatuqangit*, and the Inuit Employment Plan. Advisory and Administrative Services provide: a) information and support to the Minister's office b) policy, planning, and communications c) financial and human resource management and d) accounting and administrative services for headquarters and regional operations.

Programs	Budget (\$000)	2006-07	2005-06
<b>Directorate</b>		1,269	1,307

The Directorate is responsible for the overall management and strategic direction of the department through the offices of the Deputy Minister and Assistant Deputy Ministers. The Directorate also oversees the implementation of *Pinasuaqtavut 2004-2009*, *Inuit Qaujimajatuqangit* and other GN strategies.

**Finance and Administration** 1,143 1,890

The Finance and Administration division oversees financial planning, training and development, administrative, financial and human resource management for the department.

**Policy, Planning, and Communications** 833 0

Policy, Planning, and Communications division oversees all policy development, and provides effective internal and external communications for the department.

**Nunavummi Nangminiaqtunik Ikajuuti (NNI) Secretariat** 673 587

The NNI Secretariat is responsible for the facilitation, coordination and implementation of the NNI policy and is the chief advocate for this policy in the GN. 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** 1,266 1,280

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 and Administrative Services** 5,184 5,064

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**Priorities (2005-06)**

- Full implementation of the NNI Policy Secretariat within the department;  
**Status:** *The NNI Policy Secretariat has been implemented within the department.*
- Coordinate consistent and effective application of NNI within the GN;  
**Status:** *Focused on ensuring a standardized application process within the GN prior to the anticipated 2006-07 expansion of the NNI Policy to include Crown agencies and municipal governments.*
- Promote awareness and benefits of NNI Policy to all stakeholders;  
**Status:** *Conducted advertising campaign highlighting revised NNI Policy. NNI web site developed for launch in 2006-07.*
- Facilitate acceptance and compliance of NNI Policy;  
**Status:** *Worked with Nunavut Tunngavik Inc to prepare improvements to NNI policy prior to 2006-07 review.*
- Integration of *Inuit Qaujimagatuqangit* principles into departmental activities through recruitment, training, staff awareness, policy development, and communications;

**Status:** *The department formed an Inuit Qaujimagatuqangit Committee and developed an Inuit Qaujimagatuqangit implementation plan. The department has developed and implemented an Inuit Employment Plan.*

- Conduct terminology workshops and staff information sessions with elders on the department related topics;

**Status:** *The department has held Inuit Qaujimagatuqangit information sessions and on-the-land activities. The department has held terminology workshops.*

### **Priorities (2006-07)**

- Develop a new web site to improve public access to information about the department's legislative responsibilities and policy commitments, its programs and services, and its role in economic development and transportation in Nunavut;
- Negotiate a Memorandum of Understanding with the Indian and Northern Affairs Canada to coordinate the delivery of economic development programs;
- Develop an implementation plan to coordinate the activities of the GN to reduce "Barriers to Business" faced by Nunavummiut;
- Provide workshops to community governments on the application of the NNI Policy to facilitate compliance by municipal governments;
- Expand the application of the NNI Policy to Crown agencies and municipal governments;
- Implement the *Inuit Qaujimagatuqangit* priorities outlined in the *Inuit Qaujimagatuqangit* plan for the department;
- Implement the Inuit Employment Plan within the department.

## **Community Capacity Building**

The goal of the community capacity building program is to accelerate the accumulation of social, organizational and financial capital in Nunavut through funding programs, by providing information and advice to individuals and businesses, and by supporting community organizations, non-governmental organizations and sector associations. Work is conducted in collaboration with the department's regional economic development offices and through the municipal network of community economic development officers.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Community and Economic Development Management</b>		315	323

Community and Economic Development management provides management support and strategic direction for community capacity building, tourism, trade and cultural industries development.

**Strategic Initiatives Program** 4,000 4,000

The Strategic Initiatives program is a contribution program designed to address priorities identified in the socio-economic objectives of *Pinasuaqtavut 2004-2009*, and the *Nunavut Economic Development Strategy*, by investing in the development of business capacity and knowledge. The program is also intended to complement recent economic development initiatives of the federal government such as the Targeted Investment Program.

**Community Initiatives Program** 2,500 2,700

The Community Initiatives program provides financial support (grants) for community-based economic development projects that create local jobs, including planning and organizational development projects that enhance local economies.

**Community Capacity Building** 2,301 1,988

Community Capacity Building promotes sustainable economic growth and sustainable livelihoods by providing information, support, and advice to individuals and organizations, and by supporting community operations in the development and delivery of programs.

**Community Economic Development Officers** 2,254 2,400

The funding of a community economic development officer for each municipality ensures there is a local person who can assist in the delivery of economic development programs in the community. Community economic development officers help citizens to access community economic development programs, bring business expertise to the community, and facilitate partnerships among all economic development agencies. Funds for education and training programs for community economic development officers are a part of this contribution, including support for the Municipal Training Organization.

**Business Development Centres** 800 800

Regional business development centres finance small and medium businesses that cannot access money from conventional sources (e.g. chartered banks).

**Contributions to Regional Nunavut Chambers of Commerce** 195 0

Support is provided for regional organizations that foster business development in Nunavut through promotion, education and training, and advocacy.

**Contributions to Business Development** 750 850

The Contributions to Business Development program encourages economic growth and diversification by providing funding to businesses and other organizations, including assistance for initiatives related to trade and export development.

<b>Nunavut Development Corporation</b>	3,188	3,188
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The Nunavut Development Corporation is a crown corporation that delivers programs and services that further sustainable economic development and employment opportunities in Nunavut's communities. The corporation works closely with government, communities and community groups to stimulate local economies and develop self-sustaining, locally controlled enterprises.

<b>Nunavut Business Credit Corporation</b>	450	450
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The Nunavut Business Credit Corporation is a crown corporation mandated to stimulate economic growth, development, and employment in Nunavut through investment in territorially based businesses. Nunavut Business Credit Corporation 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.

<b>Nunavut Broadband Development Corporation</b>	200	50
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The Nunavut Broadband Development Corporation is provided core funding to support affordable public access to high-speed Internet services in all Nunavut communities.

<b>Nunavut Economic Developers Association</b>	100	100
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The Nunavut Economic Developers Association provides organizational support, information and advice to community economic development officers in each of Nunavut's municipalities. Nunavut Economic Developers Association also facilitates training and certification for Nunavut's community economic development officers.

<b>Nunavut Economic Forum</b>	50	50
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Funding for the Nunavut Economic Forum is cost shared with Nunavut Tunngavik Inc. and Indian and Northern Affairs Canada, to support coordination of the implementation of the *Nunavut Economic Development Strategy*.

<b>Total, Community Capacity Building</b>	<b>17,103</b>	<b>16,899</b>
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**Priorities (2005-06)**

- Support developments that leverage the territory's innovation assets including broadband infrastructure and cold weather technology development;

**Status:** *Broadband internet access has been made available in all communities in the Territory. Development opportunities afforded by improved technology in other sectors such as cold weather testing for aircraft, finance, multi-media, communications, arts and crafts, investment, and tourism are being pursued.*



- Promote training to advance business development and entrepreneurial skills at community and regional levels through the coordinated provision of business services and aftercare;

**Status:** *Business and entrepreneurial skills development are being supported through the Contribution to Business Development program and the recently launched Strategic Initiatives program.*

- Lead implementation of the *Community Economic Development Policy Framework* for the GN that addresses economic potential in each viable sector of the Nunavut economy;

**Status:** *A revised work plan has been prepared for implementation of the Community Economic Development Policy Framework in the third and fourth quarters. Implementation is focussed on the role of community economic development officers.*

- 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;

**Status:** *Preliminary design work on the web site has been undertaken and a pilot version has been created for Pangnirtung.*

- 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;

**Status:** *The proponents of a community financial institution for Nunavut continue to review their options. Work has been undertaken to ensure that government is prepared to develop the appropriate legislation and policy to facilitate the implementation of the financial model chosen by the private sector proponents.*

#### **Priorities (2006-07)**

- Strengthen accountability and performance criteria for all contribution agreements;
- Co-ordinate implementation of the *Community Economic Development Policy Framework*;
- Monitor and support the implementation of the *Nunavut Economic Development Strategy*;
- Assist regional offices in the development and implementation of regional community economic development strategic plans.

## Tourism, Trade, and Cultural Industries

Trade and export development fosters the export-readiness of Nunavut businesses and facilitates their entry into national and international markets. It does so by establishing linkages with other jurisdictions and key organizations that can facilitate trade, import-replacement and transfer of knowledge.

Tourism is a growing export for Nunavut. Nunavut has excellent potential to increase tourism revenues in niche markets such as eco-tourism, adventure tourism, sport fishing, hunting and park exploration. Since tourism ties in so well with the land-based economy and community economic development initiatives, it has been singled out for specific attention as an export opportunity.

Nunavut's cultural industries link the traditional economy to the wage and cash-based economy, through activities as diverse as guiding, carving, and film making, among others.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Tourism Development</b>		2,442	2,325

This program supports the tourism industry to develop export opportunities through the industry association, and provides management support and strategic direction for tourism, trade and cultural industries development.

<b>Export Development and Trade</b>		369	488
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The Export Development and Trade program support Nunavut businesses in attracting investment, leveraging assets, 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 department's related initiatives identified in the *Nunavut Economic Development Strategy*.

<b>Cultural Industries</b>		141	0
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This program supports the arts and traditional economies in Nunavut by providing strategic direction and assessing the effectiveness of current programs in meeting the needs of artists, crafts persons, harvesters and sewers, and through partnerships with other funding agencies.

<b>Nunavut Film Commission</b>		650	650
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Funding includes the operation of the Nunavut Film Commissioner's office, and film, television and new media development programs. The Nunavut Film Commission supports Nunavut-based film, television and new media producers who have the potential to make a significant contribution to Nunavut's film industry. The Nunavut Film Commission promotes 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 and promote Nunavut as a world-class film production destination.

**Nunavut Arts and Crafts Association** 200 200

Nunavut Arts and Crafts Association provides support for training, marketing, promotion, product development, material and tool supply, and serves as the principal lobby group and information source for the arts and crafts sector.

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**Total, Tourism, Trade, and Cultural Industries** 3,802 3,663

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**Priorities (2005-06)**

- 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;

**Status:** *The Nunavut Arts and Crafts Strategy has been completed, with implementation planned for 2006-2007.*

- Begin the implementation of the soapstone supply strategy through the development of quarry operations and improve transportation links and community-based supply channels;

**Status:** *A database of existing and potential quarry sites has been completed. Pilot projects in quarry development and improved distribution systems will be undertaken in the second half of the year.*

- Support investment attraction in Nunavut to assist export ready businesses in acquiring capital to achieve positive growth and private sector development;

**Status:** *Supported the Boston Trade Mission and will lead the follow-up program with International Trade Canada to identify more export ready businesses in Nunavut. Export readiness training completed under the Memorandum of Understanding between International Trade Canada and the department.*

- Develop a policy that promotes the participation of Nunavummiut in the resource industry;

**Status:** *A policy will be drafted in the second half of the year, based in part on this year's progress with the National Diamond Strategy.*

- Develop consistent and appropriate tourism standards and certification in partnership with the members of the Interagency Task Force on Tourism Development;

**Status:** *This work is progressing as part of the implementation of the Memorandum of Understanding between the department and Nunavut Tourism, and the assumption of responsibilities by the department for licensing under the Travel and Tourism Act.*

**Priorities (2006-07)**

- Strengthen accountability and performance criteria for all contribution agreements;
- Implement the *Nunavut Arts and Crafts Strategy*, which focuses on increasing artists' economic success through improved access to materials and markets, education and training, communication about copyright and development of a Nunavut brand;
- Implement the Memorandum of Understanding with Nunavut Tourism, including the research components and the initiation of a review of the *Travel and Tourism Act*;
- Promote the participation of Nunavummiut in resource development industries, and, in particular, mining, through training in business development, aftercare support, and export readiness;
- Implement the carving stone supply strategy which will address safe access to quarries, support traditional stone harvesting, and improve transportation links and community-based supply channels.

**Minerals and 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 geoscience 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>2006-07</b>	<b>2005-06</b>
<b>Resource Industry Development</b>		970	515
The purpose of this program is to foster growth and investment in Nunavut's resource exploration and development sector. It includes the implementation of the <i>Nunavut Mineral Exploration and Mining Strategy</i> to help ensure that the development of the vast mineral wealth of Nunavut will provide the maximum benefit to Nunavummiut.			
<b>Prospector Development</b>		356	225
Established under the Prospector Development Policy, this program invests in the prospectors of Nunavut through financial and technical support.			

**Geoscience** 450 450

The geoscience program, a partnership with Indian and Northern Affairs Canada and the Nunavut Research Centre, 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, geographic information systems services and training, and building local expertise in geoscience.

**Community Minerals Awareness** 355 964

This program area involves building awareness of minerals and petroleum resource issues locally and across Nunavut, so that communities can respond to proposed development from a position of knowledge and understanding of potential impacts and opportunities. It includes the Math and Science Awards program, which provides cash awards and a certificate to the top math and science students in grades 8, 10 and 12 in all Nunavut schools.

**Nanisivik Reclamation** 465 0

This is a one-time project to try to reclaim GN infrastructure at the Nanisivik mine site.

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**Total, Minerals and Petroleum Resources** 2,596 2,154

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**Priorities (2005-06)**

- Develop the Nunavut Mining Strategy with Indian and Northern Affairs Canada, Nunavut Tunngavik Inc., industry, and Nunavummiut;

**Status:** *The “Nunavut Mineral Exploration and Mining Strategy Consultation Draft” document was completed, followed by an extensive round of consultations in Nunavut and with industry. The draft final of the Mineral Exploration and Mining Strategy is being prepared.*

- Support negotiations with the federal government regarding devolution of authority for land and resources management to the GN;

**Status:** *The department supports the development of the GN position on Devolution and participates in meetings and working groups for that purpose.*

- Work with Natural Resources Canada and Indian and Northern Affairs Canada 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 Indian and Northern Affairs Canada.*

**Priorities (2006-07)**

- Implement the *Nunavut Mineral Exploration and Mining Strategy* in consultation with industry, government, Inuit organizations and Nunavummiut;

- Support negotiations with the federal government on devolution of authority for land and resource management to the GN;
- Work with Natural Resources Canada and Indian and Northern Affairs Canada 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 division is responsible for road safety, driver and vehicle licenses, and issues general identification cards. Nunavut Airports and the Iqaluit International Airport divisions are responsible for the operation of airports.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Transportation Policy and Planning</b>		1,157	1,155
This program area develops and implements long and short-term plans and strategies for Nunavut's transportation infrastructure.			
<b>Motor Vehicles</b>		1,483	1,312
The motor vehicles program 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>		11,571	11,256
This program area ensures safe and efficient airport services and facilities are available in all Nunavut communities.			
<b>Iqaluit International Airport Division</b>		3,184	3,161
This program area ensures the safe, reliable, efficient and effective operation of the Iqaluit Airport.			
<b>Total, Transportation</b>		<b>17,395</b>	<b>16,884</b>

### Priorities (2005-06)

- Feasibility study of the deep water port in Iqaluit;  
**Status:** *A contribution agreement has been entered into with the City of Iqaluit. The City has hired a consultant to manage the project.*
- 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;

**Status:** *A marketing study has been completed.*

- Prepare International civil aviation organization type 'A' obstacle charts, which are required to support Iqaluit International Airport's growing international use and status;

**Status:** *Project completed.*

- Complete a revised Iqaluit Airport Operations Manual, which reflects recent changes, ongoing, and evolving new initiatives in international and domestic air service markets;

**Status:** *Project completed and submitted to Transport Canada for approval.*

- 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;

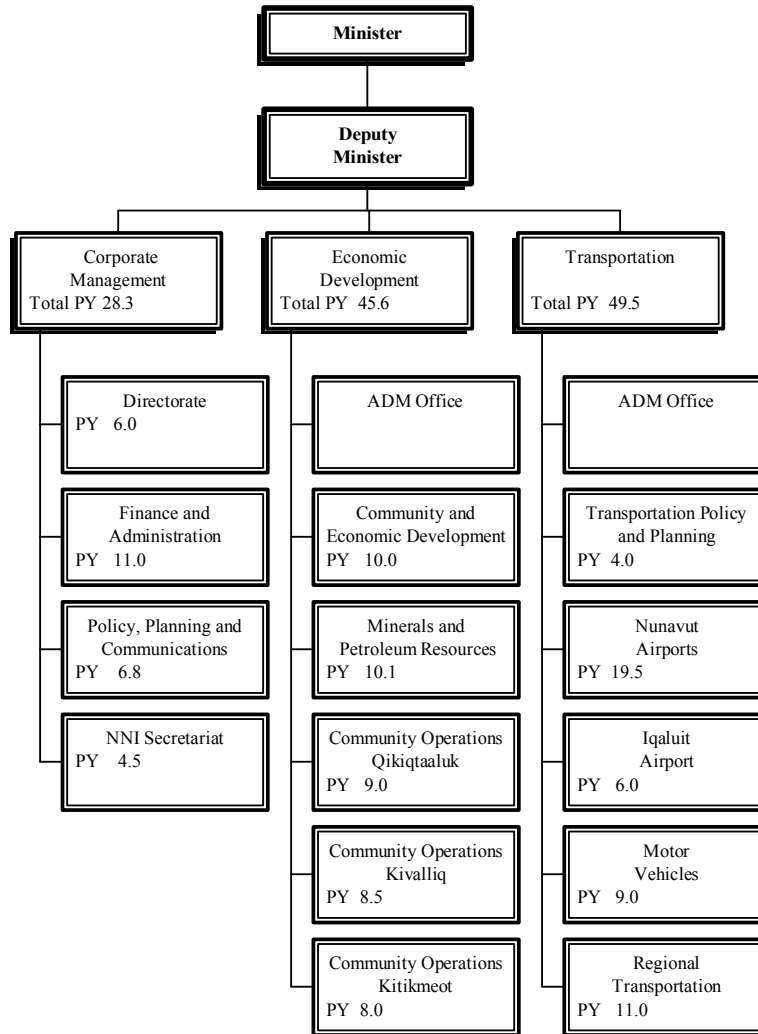
**Status:** *Analysis has been completed and it has been determined that the Airbus A-380 can operate at Iqaluit Airport.*

#### **Priorities (2006-07)**

- Complete negotiations with the federal government for the Safe Harbours program, including the completion of an assessment of all marine facilities in Nunavut;
- Upgrade the Iqaluit International Airport to comply with new federal security regulations;
- Work with Transport Canada on the implementation of a policy and funding mechanism to implement a Strategy for long range aircraft operations in Nunavut Airspace;
- Support the Bathurst Inlet port and road project and monitor progress on the environmental assessment of the project;
- Continue the public consultation process on the Manitoba-Nunavut Highway route selection process;
- Implement the second phase of the new community aerodrome radio station management contract to include the development of a training facility within Nunavut;
- Participate in the implementation of the National Transportation strategy.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	118.4
Vote 4/5 PYs	5.0
Revolving Fund PYs	-
<b>TOTAL PYs</b>	<b>123.4</b>



## **Departmental Roles**

The department has 123.4 full-time equivalent funded positions. Departmental staffs are based in offices in Arviat, Cambridge Bay, Cape Dorset, Gjoa Haven, Iqaluit, Kugluktuk, Nanisivik, Pangnirtung, Pond Inlet, Rankin Inlet and Resolute Bay.

The department has three branches:

- Corporate Management
- Economic Development
- Transportation

### **Corporate Management**

Corporate Management is responsible for overseeing the management and operations of the department 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, Finance and Administration division, Policy, Planning, and Communications division, and the NNI Secretariat.

#### **Directorate Division**

The Directorate division of the department communicates through the offices of the Deputy Minister and two Assistant Deputy Ministers for Economic Development, and for Transportation. The Division is also responsible for the implementation of *Pinasuaqtavut 2004-2009*, *Inuit Qaujimagatuqangit* and other government wide strategies.

#### **Nunavummi Nangminiqaqtunik Ikajuuti (NNI) Secretariat**

The NNI Secretariat is responsible for the facilitation, coordination and implementation of the NNI policy and is the chief advocate for this policy.

#### **Finance and Administration**

The Finance and Administration division ensures that the overall direction of programs and services delivered by the department reflect the priorities of the GN. The Finance and Administration division directly oversees, financial planning, training and development, administrative, financial and human resource management for the department.

#### **Policy, Planning, and Communications**

The Policy, Planning, and Communications division ensures that the overall direction of programs and services delivered by the department reflect the priorities of the GN.

Policy, Planning, and Communications division directly oversees all policy development, as well as ensuring effective internal and external communications for the department.

## **Economic Development**

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

### **Community and Economic Development Division**

The Community and Economic Development division, based in Pangnirtung, provides strategic direction to the GN's economic development efforts. It works in especially close collaboration with the Policy, Planning, and Communications division, as well as with the department's regional economic development divisions. The division works in partnership with communities, third party program delivery agencies, territorial and federal governments, and Inuit organizations, to build community capacity, capital accumulation, to promote import replacement and export development. The division also provides funding for key sector export development initiatives, focusing on tourism and cultural industries.

### **Nunavut Business Credit Corporation**

The Nunavut Business Credit Corporation, based in Cape Dorset, is an independent crown corporation that supports community-based business development. Nunavut Business Credit Corporation provides a combination of last resort funding and micro-financing support for higher risk enterprises that have difficulty obtaining financial support from traditional financial institutions.

### **Nunavut Development Corporation**

The Nunavut Development Corporation, based in Rankin Inlet, is an independent crown corporation of the GN. The Nunavut Development Corporation 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 for Transportation has the overall responsibility for the strategic direction for transportation policy, operations and planning.

### **Transportation Policy and Planning**

The Transportation Policy and Planning division is responsible for planning road, marine and air infrastructure for Nunavut. The division also serves as an advocate for 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. 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	2006 - 2007 Main Estimates		2005 - 2006 Main Estimates	
	\$000	PYs	\$000	PYs
<b>CORPORATE MANAGEMENT</b>				
Salary	3,102	28.3	2,979	28.5
Grants and Contributions	0		0	
Other OandM	816		806	
<b>Subtotal</b>	<b>3,918</b>		<b>3,785</b>	
<b>ECONOMIC DEVELOPMENT</b>				
Salary	5,093	45.6	4,586	44.0
Grants and Contributions	18,171		18,472	
Other OandM	1,503		937	
<b>Subtotal</b>	<b>24,767</b>		<b>23,995</b>	
<b>TRANSPORTATION</b>				
Salary	4,563	49.5	4,448	48.5
Grants and Contributions	0		0	
Other OandM	12,832		12,436	
<b>Subtotal</b>	<b>17,395</b>		<b>16,884</b>	
<b>TOTAL</b>	<b>46,080</b>	<b>123.4</b>	<b>44,664</b>	<b>121.0</b>

**Nunavut  
Housing  
Corporation**

**Business  
Plan**

*2006-2007*

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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 LHOs, 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 interact 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 LHOs 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.

The corporation maintains offices in:

- Iqaluit: Directorate Group, offering services in:
  - Inuktitut/English – Executive Secretary. Tel: 867.975.7200
  - French – Policy Analyst. Tel:867.975.7207
- 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 COMMITMENT TO PINASUAQTAVUT**

*Pinasuaqtavut* is the Inuktitut term for *That Which We've Set Out To Do*. In keeping with Nunavut's consensus style of government, *Pinasuaqtavut* has been embraced and affirmed by all members of the Legislative Assembly as our guiding document as we continue to build our territory over the next four years. The Nunavut Housing Corporation's contributions to this vision are highlighted in the following major component sections.

### **Inuit Qaujimajatuqangit (IQ)**

The NHC continues to move towards an integrated IQ approach to daily business, and plans to bolster its efforts in 2006-07.

### **Housing Design**

The NHC recognizes that for housing units to be appropriate in Nunavut, their designs must support traditional activities and lifestyles. In 2005-06, the NHC met with elders and other housing stakeholders in Arviat for a design charette to identify priority aspects of housing design from arctic and IQ perspectives. The NHC will continue to encourage northern and Nunavut-specific research initiatives and pilot projects as a complement to local input on housing design.

The NHC recognizes the need for accessible housing designs, continues to encourage communities to identify barrier-free unit requirements and other accessibility issues, as well as to provide project assistance whenever possible. For example, in response to feedback already collected over the last two years, NHC district offices were tasked with the in-house design of a new five-plex model that would meet or beat the CMHC energy efficiency standards. In addition, the new model incorporates design elements such as a common kitchen, living, and dining area, to meet the need for a gathering space large enough to accommodate gatherings of extended family and friends for traditional communal activities such as sewing, crafting, feasts and the like.

### **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 LHOs. Over the past year, the feedback of local people was instrumental in making housing programming more culturally appropriate. The Seniors and Disabled Persons Preventative Maintenance Program is a recent example of the strong emphasis the NHC places on supporting elders and those in the most need of help, two fundamental principles of Inuit Qaujimajatuqangit.

### **Corporation Decision-Making**

The NHC takes a grassroots approach to the incorporation of IQ in corporate decision-making. A key example is the involvement of LHO managers and chairs in the revision of the LHO funding formula. As with the revision of the public housing rent scale, the NHC held two workshops that gathered the managers and chairpersons of all the LHOs to get their input in what areas of the formula needed updating. Another method of IQ driven decision-making is the NHC growing reliance on consensus building and team based solutions. A working group made of representatives from the Department of Finance,

LHOs and the NHC was struck to effectively incorporate the feedback on the LHO funding formula from the workshops.

### **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. The NHC, in collaboration with our community partners, will finalize in 2006-07 an IQ orientation program that 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 offices incorporate IQ into their daily business in diverse, flexible, and locally based ways. This approach will be continued in 2006-07 as NHC staff work to meet Nunavut's housing challenges.

### **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 2006, 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:

- The gradual implementation of the *Nunavut Ten-year Inuit Housing Action Plan*, starting with execution of a tactical plan outlining a two-year plan down payment on the ten-year plan. This tactical plan suggests the construction of 500 units over 2006-07 and 2007-08 that would sustain the momentum of the joint NHC/NTI lobbying efforts towards meeting the housing need. The *Nunavut Ten-Year Inuit Housing Action 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.

- 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.
- For Nunavummiut who are ready to accept the responsibility of homeownership, the NHC will implement several new initiatives, beginning in 2006:
  - An increased awareness on the benefits of home ownership through information sessions delivered in every community
  - The introduction of a new home ownership program – the Material Assistance Program (MAP) – which will provide clients with a housing material package to their home community as well as technical assistance during the construction phase.
  - A revitalized Nunavut Down Payment Assistance Program (NDAP), one that is more in tune with the down payment needs of Nunavummiut in all communities.
- The implementation of a Seniors and Disabled Persons Preventative Maintenance Program which will assist these important clients to retain their homes and increase energy efficiency in the units while reducing operating costs.
- We will continue our liaison with the Department of Community and Government Services and communities to ensure that there is adequate developed land to construct additional houses in all communities.

### **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 will include:

- Rewriting all corporation documents, policies and procedures - public and internal - with a view toward ease of understanding and implementation across all publics.
- Compiling in one document all of the NHC homeownership program guidelines and producing public friendly documents to assist in the transition to homeownership.
- 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 LHOs, increasing self-reliance through adequate, sustainable funding, training, mentorship and support is an important factor in the corporation's activities over the next five years. Activities will include:

- Ongoing advocacy efforts, in cooperation with the Department of Finance, to ensure the sustainability of LHO operations is offset by internal GN budgetary adjustments.
- Investigation of the current block funding model for LHOs and offering suggestions that will ensure the sustainability of the LHOs over the long-term.
- 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 80 professionals, the corporation continues to build corporate self-reliance through the implementation of identified activities in its Inuit Employment Plan that includes management internships, mentoring, staff Inuit Qaujimagatuqangit, orientation and staff orientation components.

We will continue to build both the 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 renovations go on in every Nunavut community and provide 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:

- 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-trade and trades training necessary for employment in the housing sector.

## **INUIT EMPLOYMENT PLAN**

### **Nunavut Housing Corporation Inuit Employment Goal**

The Nunavut Housing Corporation is fully committed to reaching the Nunavut land claim Inuit employment goal of 85% by the year 2020 and is on track for meeting the interim goal of 56% Inuit employment by the end of fiscal year 2009-10.

The corporation saw a greatly needed increase in its overall number of positions in 2005-06 bringing the total number of NHC positions up to 80 from 72. These positions were created in response to a greater need for LHO support in the area of maintenance management and the implementation of the new staff housing strategy.

The increase in total positions for the NHC gives it the opportunity to hire more Inuit. However, it has also skewed the NHC's Inuit employment statistics as a careful look at the table on the following page will show.

To meet the GN target of 56% Inuit employment by the end of fiscal 2009, the NHC will hire on average two beneficiaries per year to bring its total of Inuit staff up from 29 in 2005 to 38 in 2009. The target number of Inuit staff for 2006-07 is 31. It is important to note that the forecasted Inuit employment targets are based on a generally accepted 15% vacancy rate.

### **Departmental Initiatives for 2006-07 to meet Inuit Employment Goals**

The NHC undertook a corporate reorganization at the close of fiscal year 2004-05 which saw the inclusion of a new managerial position created for the Division of Policy and Planning. This new position was created with an attached internship position to assist the Directorate Office in increasing its Inuit employment statistics while widening the breadth and depth of its Inuit perspective. In 2005-06, the NHC applied to the Department of Human Resources' Sivuliqtiksat program to enable the NHC to fill this position and start training an appropriate candidate as soon as possible.

To better prepare for its decentralization to Cape Dorset, the Qikiqtaaluk District Office designated two of its community development positions, one for programs and one for technical services, as trainee placements to better enable the district office to hire from the community.

Both of the original incumbents were promoted in 2005-06 to full-status program and technical officers, opening up their positions for two new hires as community development officers – programs and technical services trainees for 2006-07.

## Departmental Inuit Employment Targets

Inuit Employment Representation	As of March 31, 2005		Target for 2006-07	
	Number #	Capacity %	Number #	Capacity %
<b>Total Positions</b>	<b>72</b>	<b>100</b>	<b>80</b>	<b>100</b>
Total Filled Positions	63	88	68	85
Total Unfilled Positions	9	12	12	15
Total Beneficiaries	29	46	31	46
Total Trainees	0	0	1	1
<b>Total Executive Positions</b>	<b>2</b>	<b>100</b>	<b>2</b>	<b>100</b>
Filled Executive Positions	2	100	2	100
Unfilled Executive Positions	0	0	0	0
Beneficiaries in Executive Positions	1	50	1	50
Trainees in Executive Positions	0	0	0	0
<b>Total Management Positions</b>	<b>6</b>	<b>100</b>	<b>6</b>	<b>100</b>
Filled Management Positions	5	83	6	100
Unfilled Management Positions	1	17	0	0
Beneficiaries in Management Positions	2	40	2	40
Trainees in Management Positions	0	0	1	16
<b>Total Middle Management Positions</b>	<b>14</b>	<b>100</b>	<b>14</b>	<b>100</b>
Filled Middle Management Positions	14	100	14	100
Unfilled Middle Management Positions	0	0	0	0
Beneficiaries in Middle Management Positions	3	21	3	21
Trainees in Middle Management Positions	0	0	0	0
<b>Total Professional Positions</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>100</b>
Filled Professional Positions	0	100	0	100
Unfilled Professional Positions	0	100	0	100
Beneficiaries in Professional Positions	0	100	0	100
Trainees in Professional Positions	0	100	0	100
<b>Total Paraprofessional Positions</b>	<b>40</b>	<b>100</b>	<b>46</b>	<b>100</b>
Filled Paraprofessional Positions	35	88	34	74
Unfilled Paraprofessional Positions	5	13	12	26
Beneficiaries in Paraprofessional Positions	15	43	15	46
Trainees in Paraprofessional Positions	0	0	0	0
<b>Total Administrative Positions</b>	<b>10</b>	<b>100</b>	<b>12</b>	<b>100</b>
Filled Administrative Positions	10	100	10	100
Unfilled Administrative Positions	0	0	0	0
Beneficiaries in Administrative Positions	10	100	12	100
Trainees in Administrative Positions	0	0	0	0



## **ENVIRONMENTAL SCAN**

### **Introduction**

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 that is worsening daily as the population booms and existing stock ages.

The *Nunavut Ten-Year Inuit Housing Action Plan*, developed by the NHC and Nunavut Tunngavik INC. (NTI) challenges the federal government to recognize its moral, constitutional and fiduciary responsibility to provide housing for Inuit. The proposal calls for a federal intervention 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 the summer of 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 430 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.

During 2005, the Government of Nunavut approved a new staff housing strategy aimed at bolstering the three communities in Nunavut showing signs of emerging private markets. This policy will allow the government to better meet its stated long-term objective of self-reliance.

Driven by the urgent need to address its housing crisis and to begin the dismantling of obstacles to the development of private housing markets in Nunavut this strategy will see rents for GN employees living in staff housing increase to market rents over the next ten years. The rate of rent increases is to be accelerated in the emerging market communities of Rankin Inlet, Iqaluit, and Cambridge Bay, to reach market rents in five years. This accelerated schedule is coupled with a plan to withdraw from providing staff housing by 2010 in Iqaluit and 2015 in the other two emerging market communities.

The GN's acknowledgement of the need for strong private sector led markets as an important part of the solution to its housing crisis includes the recognition of the need to concentrate on assisting Nunavummiut who are ready to assume the responsibility for homeownership. To this end the NHC will, in 2006-07, implement two new programs produced in 2005-06 that will facilitate increasing the numbers of homeowners in all communities.

The new Material Assistance Program (MAP) will be introduced for 2006-07. Styled after the popular Homeownership Assistance Program, MAP will provide clients with the materials and cover freight costs of specially designed housing packages up to the high water mark in their community.

Clients will be responsible for securing bank financing for the remaining costs, such as the labour contractor fees, as well as the foundation, site preparation, insurance, and legal fees.

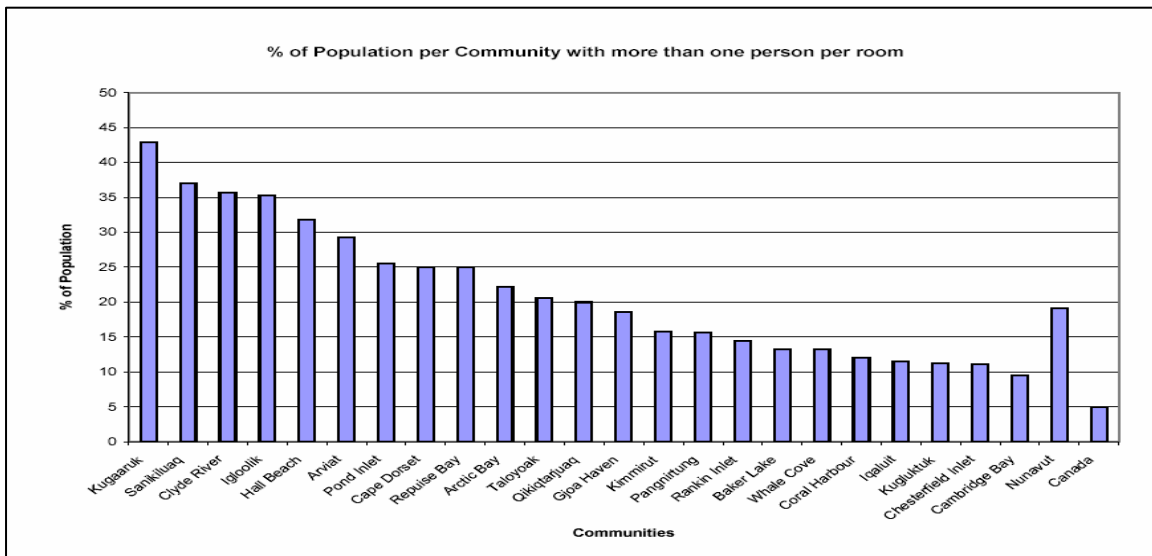
To support our elders and those most in need of assistance, the NHC will also be launching its Seniors and Disabled Persons Preventative Maintenance Program. This program will provide clients with a \$1,500 annual grant to cover necessary annual preventative and general maintenance items as well as various special needs projects. This will improve the client’s living conditions by permitting them to remain in their homes longer while increasing their comfort and reducing operating costs.

**Housing Need “By the Numbers”**

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, nearly 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.

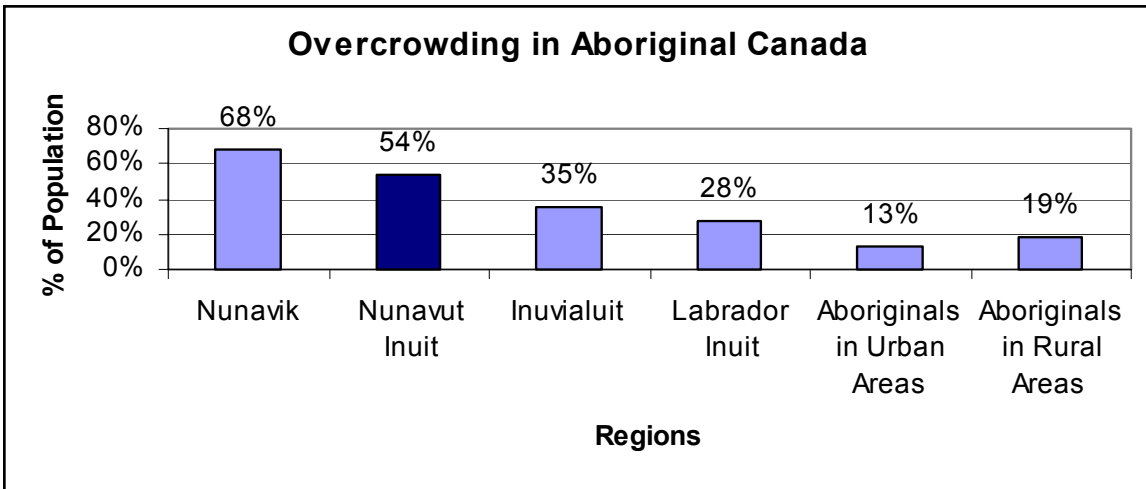
**Figure 1: Overcrowding Conditions by Community**



Note: Statistics were not available for the communities of Grise Fiord and Resolute Bay (Source: 2001 Aboriginal Peoples Survey, Community Statistics)

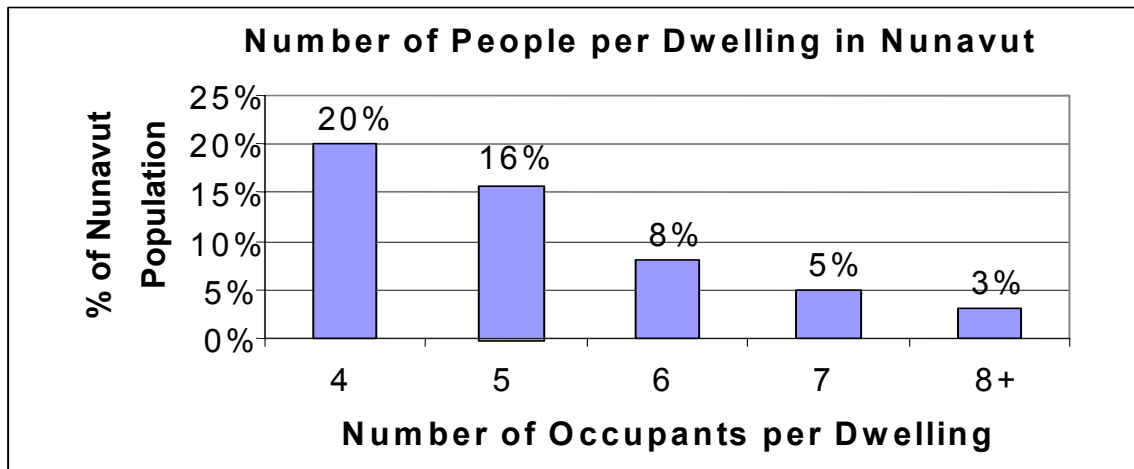
Among Canada’s Aboriginal peoples, Inuit in Nunavut experience a 54% rate of overcrowding, second only to Inuit in Nunavik, who experience an overcrowding rate of 68%.

**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 430 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). 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 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.

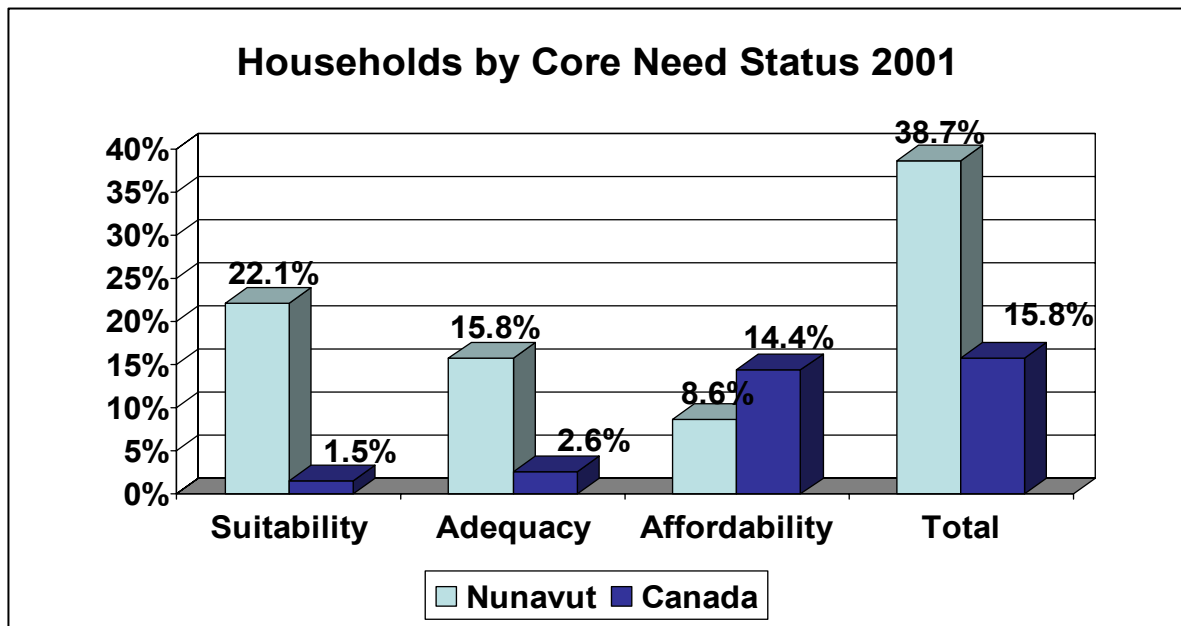
Suitable shelter is housing that is not crowded, meaning it should adhere to National Occupancy Standards: maximum number of people per bedroom is two with parents eligible to a bedroom separate from their children; members 18 years of age and older eligible to a separate bedroom unless cohabitating 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.

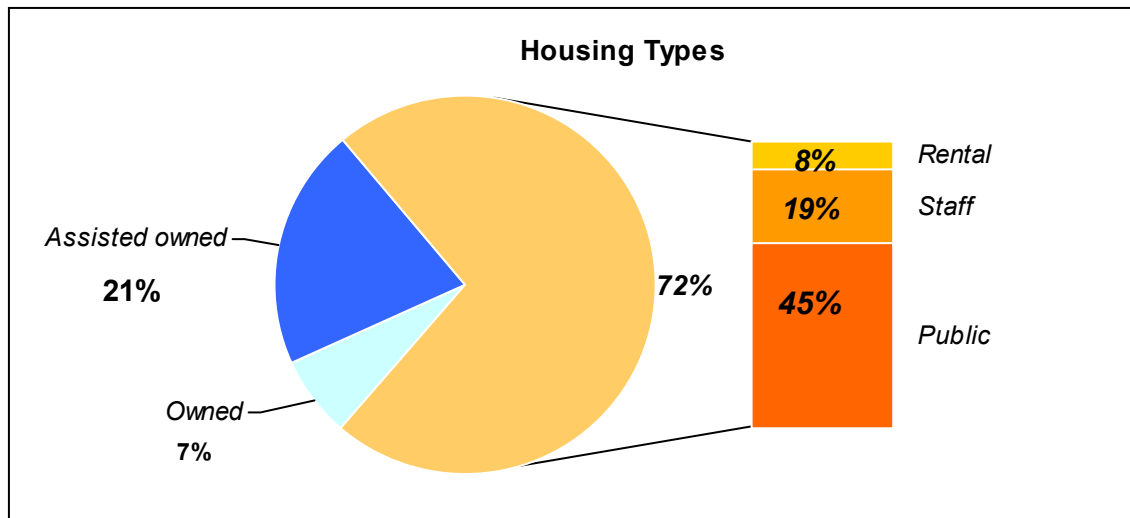
Increasing the number of homes, and improving the condition of existing homes, are crucial steps in beginning to address social problems faced by Nunavut children and families. Inadequate and overcrowded housing can contribute to social and health problems, which in turn can result in higher costs for 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 4,000 public housing program units maintained by the corporation. Together, the NHC's 3,689 owned and 266 rent supplement public housing units represent a total public investment of over \$495 million<sup>1</sup> in the public housing stock across the territory.

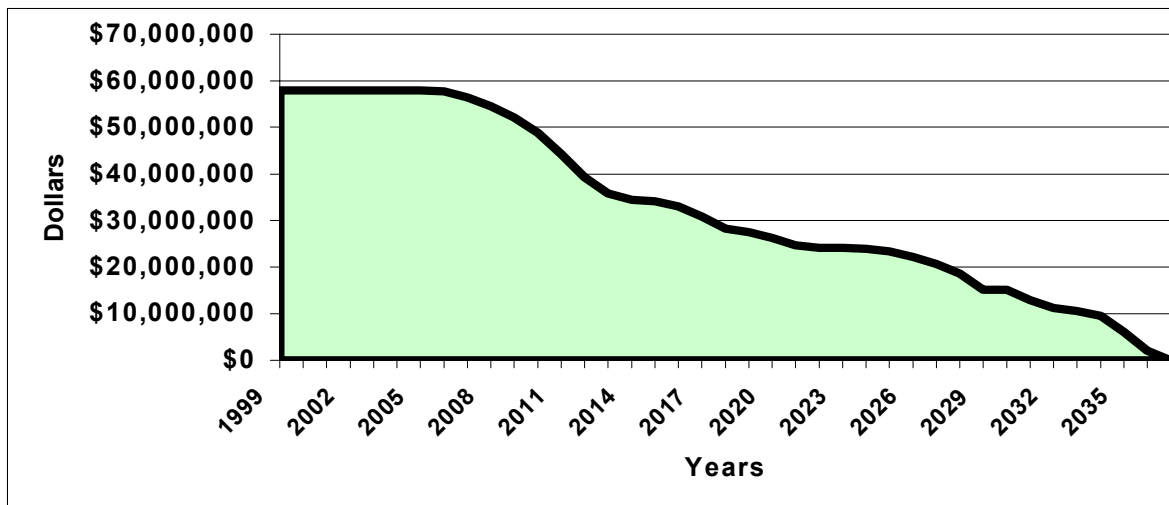
In addition to unilaterally funding the addition of about 300 new public housing units since its establishment as a corporation in 2000, the NHC invests about \$10 million annually in capital improvements to units. All evidence suggests that reliance on this source of affordable housing will only increase.

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.

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 2003-04 was the first year when funding began to decline.

**Figure 6: Future CMHC Funding for Nunavut's Current Social Housing O&M**

*(Source: Nunavut Housing Corporation)*



*Note: 1996 dollars (no provision for inflation)*

<sup>1</sup> NHC 2004/05 Audited Financial Statements

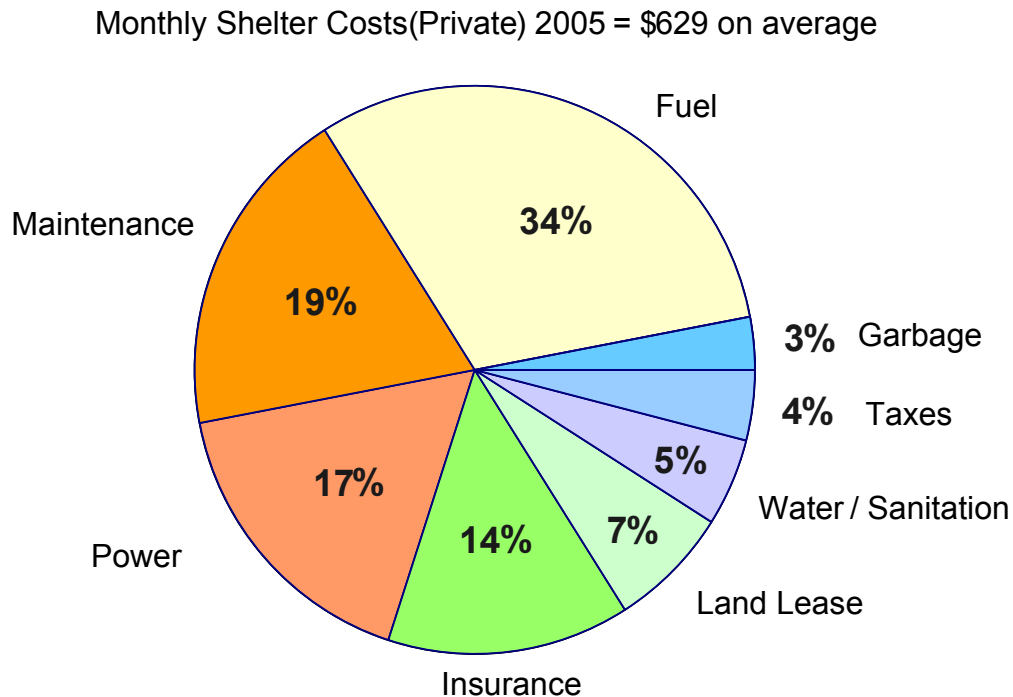
Construction costs also contribute to the rapidly increasing housing costs in Nunavut. It is not expected that this trend will drop off in the near future for Nunavut, or indeed, for the north in general.

The staff housing stock administered by the NHC includes over 1,100<sup>2</sup> units. Of these, approximately 100 are owned by the NHC; the remainder is 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. For example, 157 condominium units were constructed in 10 Nunavut communities.

The NHC is committed to delivering new and refreshing existing homeownership programs to assist people who are ready to gain the advantages of independence from the subsidized Public and Staff Housing Programs. Every new homeowner either frees up a rental unit, either in the public or staff housing pools, or reduces an existing home's occupancy level.

Unfortunately, homeownership remains unattainable for most Nunavummiut. Ongoing payments for basic shelter components are very high in Nunavut: on average, it costs \$629 per month for fuel, water, garbage, power, insurance, maintenance, and land lease fees (Figure 7). Costs are as high as \$715 in some communities.

**Figure 7: Nunavut Shelter Costs** (Source: Nunavut Housing Corporation)



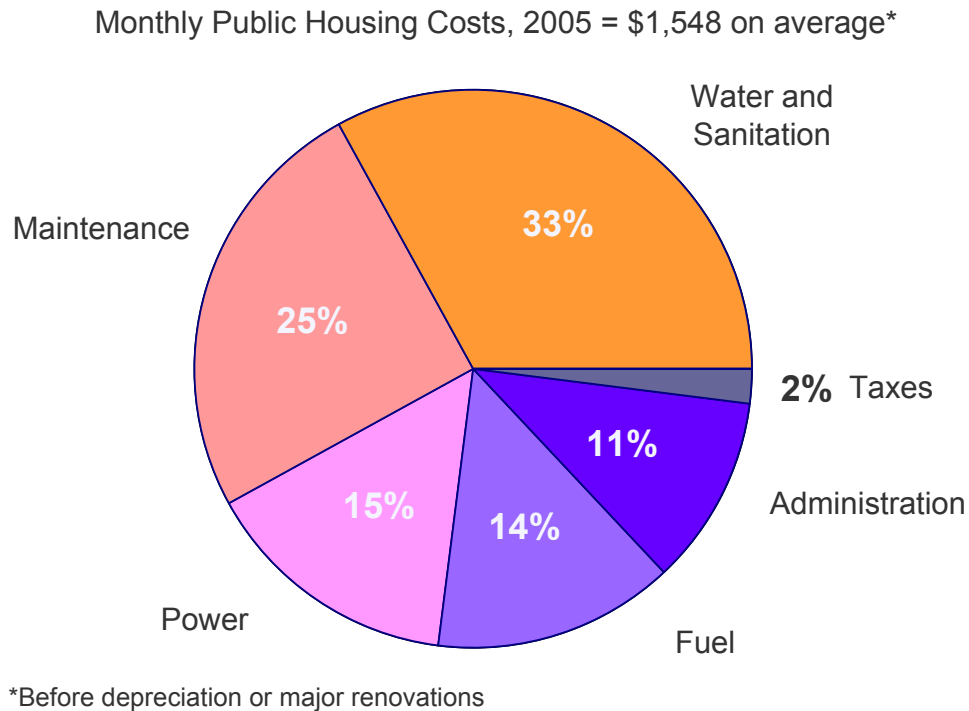
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<sup>2</sup> NHC Unit Inventory

## Nunavut Housing Corporation

Public Housing Program costs, principally because of “hidden subsidies” for power, water/sewerage and garbage, continue to escalate (Figure 8).

**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 of private rental units.
- Addressing the funding formula for our community partners, the LHOs.
- Creation of a closer linkage for housing solutions, using the “continuum of care” model with a particular emphasis on homelessness and overcrowding.
- Capital construction and the GN contracting procedures/NNI Policy with particular emphasis on Inuit employment and training in NHC-led construction projects through community-based Inuit organizations where possible.



## CORE BUSINESS

The programs of the Nunavut Housing Corporation are described, below, within four business areas:

	<b>Budget (\$000)</b>	
	<b>2006-07</b>	<b>2005-06</b>
Advisory and Administrative Services	9,735	9,483
Public Housing	47,282	44,209
Staff Housing	38,104	35,948
Homeownership *	0	0
<b>TOTAL</b>	<b>95,121</b>	<b>89,640</b>

\* Appropriations included in the 2006-07 Capital Estimates

### Advisory and Administrative Services

Advisory and administrative services for the NHC are provided by a group of housing professionals. A team of eighty 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 LHOs 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 LHOs, 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>2006-07</b>	<b>2005-06</b>
<b>Corporate Governance</b>		353	350
Responsible for managing the corporation to ensure consistent application of policy, standards and procedure and program delivery throughout Nunavut.			
<b>Corporate Operations</b>		1,483	1,722
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>	517	513
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	1,217
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>	1,884	1,868
Responsible for managing the delivery of homeownership and housing repair programs, assisting the LHOs 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, that includes financial counseling and training of clients.		
<b>District Financial Administration</b>	1,397	1,386
Fulfills a dual function in providing financial support to the district, and in monitoring, evaluating and assisting LHOs with financial matters.		
<b>District Technical Administration</b>	2,884	2,427
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>9,735</b>	<b>9,483</b>

**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;  
**Status:** *Ongoing.*
- 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;  
**Status:** *Ongoing.*

- 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:** *All finance positions in Arviat are filled except one.*

- Integrate feedback from community consultations on long-term housing priorities into the draft Nunavut Housing Strategy;

**Status:** *Complete, transferred to the Ten- year Inuit Housing Action Plan.*

- 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;

**Status:** *Complete.*

- 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;

**Status:** *Ongoing, still in the process of committee member selection.*

- 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;

**Status:** *Ongoing, more work needs to be done in the area of work plans and the logistics of community stays.*

### **Priorities (2006-07)**

- Finalize employee IQ orientation and training package with the development of a policy on community stays;
- Implement tactical plan for the building incremental units as part of the Ten-Year Inuit Housing Action Plan. Where appropriate, community based Inuit firms will be used to construct the units;
- Finalize the mid to long-term implementation plan for the Ten-Year Inuit Housing Action Plan;
- Develop and implement a corporate website to be fully operational by the second quarter of 2006-07;
- In association with all stakeholders, particularly the Department of Community & Government Services and municipalities, develop and implement a plan to address land assembly issues.

## 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 LHOs. LHOs 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 LHOs, and Nunavummiut.
- To increase the number of adequate, suitable and affordable dwelling units in Nunavut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Leased Units – Rent Supplement</b>		7,355	7,355
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	23,701
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>		49,447	46,512
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	1,681
Covers the cost of taxes and land lease expenses.			
<b>Debt Recovery</b>		27,973	28,004
Remitted to CMHC to pay down the debt on the public housing portfolio, which is about \$180 million as at March 31, 2005.			
<b>Rental Revenue</b>		(6,948)	(6,948)
LHOs 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>		(55,927)	(56,096)
CMHC contributions for social housing and own source revenue.			
<b>Total, Public Housing</b>		<b>47,282</b>	<b>44,209</b>

**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;

**Status:** *Complete.*

- 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;

**Status:** *Ongoing, will be finalized in 2006-07.*

- Develop, with the LHOs, a comprehensive three to five year plan to address the modernization and improvement of the existing public housing stock;

**Status:** *Complete.*

- 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;

**Status:** *Ongoing.*

- Continue to provide capacity-building support to LHOs, the NHC's community partners, as they assist in the delivery of corporation programs;

**Status:** *Ongoing.*

**Priorities (2006-07)**

- Implement the new funding formula for LHOs and monitor against actual LHO costs;
- Finalize the implementation of the \$40 million Canada-Nunavut Social Housing Strategic Infrastructure Fund Agreement through the delivery and construction of fifteen units in Kugaaruk and five units in Resolute Bay;
- To construct at least twenty incremental public housing units and to maximize Nunavut-wide construction through any additional funding that may become available for new home construction.

**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 provide subsidized rental housing to term and indeterminate employees to assist in the recruitment and retention of staff and to facilitate the provision of programs and services to Nunavummiut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2006-07</b>	<b>2005-06</b>
<b>Operations</b>		5,372	4,612
Provides the day-to-day operations for the Staff Housing Program in a decentralized environment.			
<b>Leases for Staff Housing Rental Units</b>		32,732	31,336
Representing 90% of the line of business portfolio, provides about 1,100 rental units.			
<b>Total, Staff Housing</b>		<b>38,104</b>	<b>35,948</b>

## Priorities (2005-06)

- Proceed with detailed research and planning on key themes identified as part of the expanded “Under One Roof” initiative;  
**Status:** *Complete.*
- Finalize, deliver and monitor/evaluate the Staff Housing Policy;  
**Status:** *Complete.*
- Report to the Financial Management Board (FMB) quarterly on condominium sales and advise the Board on how the receipts are to be used;  
**Status:** *Complete.*
- 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;  
**Status:** *Complete.*

## Priorities (2006-07)

- Continue the implementation of the revised GN Staff Housing Policy, including the development of the leasehold attrition plan for Iqaluit during 2006, to be in effect by 2010;
- Develop a leasehold attrition plan for the other emerging market communities of Rankin Inlet and Cambridge Bay;
- Monitor the impact of the new staff housing rent increases and the demand for the rental assistance program;

- Construct incremental staff housing in the communities of Whale Cove (3) and Chesterfield Inlet (2);
- Implement the Staff Housing Supply Strategy and ensure that any additional supply is represented in the Capital Plan for 2007 and beyond.

## **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.

### **Objective**

- To support new homeowners through down payment assistance, and to support existing homeowners through funding for vital home repair and renovation projects.

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<b>Programs</b>	<b>Appropriations included in the 2006-07 Capital Estimates</b>
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### **Nunavut Down Payment Assistance Program**

Provides a grant to be used for a down payment towards bank financing: \$15,000 for the purchase of an existing unit, \$25,000 for the construction of a new unit.

### **Emergency Repair Program**

Provides financial help of up to \$15,000 to clients in existing private homes to undertake emergency repairs.

### **Nunavut Home Renovation Program**

Provides financial help of up to \$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.

### **Seniors and Disabled Preventative Maintenance Program**

Assists seniors and disabled homeowners to undertake the annual preventative and general maintenance of their homes in order to ensure their continued comfort, safe and healthy occupancy.

### **Material Assistance Program**

Provides a ten-year forgivable loan for a material package delivered to the high-water mark in the client's community. Several fresh, culturally relevant three and four bedroom single family dwelling designs are available. The client is responsible to obtain financing from a financial institution to pay for the construction cost. The building must be constructed by a NHC recognized contractor.

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

- To monitor and evaluate the effectiveness of the newly created and revised homeowner programs;  
**Status:** *Complete.*
- 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;  
**Status:** *Ongoing.*
- To develop and implement a senior homeowner maintenance program;  
**Status:** *Complete.*

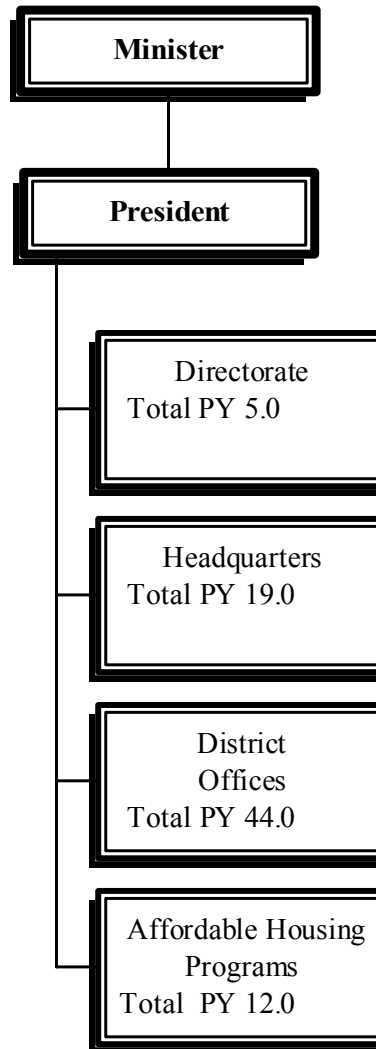
### **Priorities (2006-07)**

- Develop and implement a consolidated homeownership programs client database to be operational by March 31, 2007;
- Develop and deliver homeownership information sessions in all Nunavut communities to support the revised GN Staff Housing Policy in all twenty-five (25) communities in 2006-07;
- To implement the Material Assistance Program, providing funding to at least ten (10) clients in 2006-07;
- To monitor and evaluate the Seniors and Disabled Persons Maintenance Program and continue to deliver the program while adjusting for actual numbers of eligible clients (currently estimated at 120) and cost (currently estimated at \$1,500.00).



## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	80.0
Vote 4/5 PYs	-
Revolving Fund PYs	-
<b>TOTAL PYs</b>	<b>80.0</b>

## **Departmental Roles**

### **Directorate**

The Executive is responsible for managing the corporation to ensure consistent application of policy, standards and procedures, 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 Cabinet. As well, it ensures that programs are delivered according to the corporation's funding agreement with Canada Mortgage and Housing Corporation.

### **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 LHOs 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 (LHOs)**

The corporation is partnered at the community level with LHOs. LHO staff perform most of the day-to-day duties associated with program delivery to individuals and families. Most LHOs 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 LHOs 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, LHOs provide related administrative and maintenance services. Several LHOs 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 \$180 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	2006 - 2007		2005 - 2006	
	Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs
<b>HEADQUARTERS</b>				
Salary	2,667	24.0	2,636	24.0
Grants & Contributions	0		0	
Other O&M	903		1,166	
<b>Subtotal</b>	<b>3,570</b>		<b>3,802</b>	
<b>DEBT REPAYMENT</b>				
Salary	0	0.0	0	0.0
Grants & Contributions	0		0	
Other O&M (includes CMHC contributions*)	27,973		28,004	
<b>Subtotal</b>	<b>27,973</b>		<b>28,004</b>	
<b>DISTRICT OFFICES</b>				
Salary	4,589	44.0	4,205	40.0
Grants & Contributions	0		0	
Other O&M	1,576		1,476	
<b>Subtotal</b>	<b>6,165</b>		<b>5,681</b>	
<b>AFFORDABLE HOUSING</b>				
Salary	1,089	12.0	576	6.0
Grants & Contributions	0		0	
(includes CMHC contributions*)	75,236		72,301	
Other O&M	37,015		35,372	
<b>Subtotal</b>	<b>113,340</b>		<b>108,249</b>	
<b>TOTAL, FUNDED</b>	<b>151,048</b>		<b>145,736</b>	
* LESS CMHC CONTRIBUTIONS	55,927		56,096	
<b>TOTAL, GN-FUNDED</b>	<b>95,121</b>	<b>80.0</b>	<b>89,640</b>	<b>70.0</b>