

# **Business Plans**

***2007-2008***

## 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 2007-2008 Main Estimates. The Program & Services Plan for Nunavut Arctic College and the Business Plan for Nunavut Development Corporation have also been added to this document, for information purposes only.

Typically, 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 2006-2007 fiscal year and new and/or continued priorities are identified for the 2007-2008 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 2007-2008 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**

***2007-2008***

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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. Advertisements and notices intended for the public are published in Inuktitut, Inuinnaqtun, English and French, as appropriate. Official Legislative Assembly publications are available in up to four languages, as appropriate. The Legislative Assembly publishes one of Canada's few bilingual Hansards. 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 Qaujimagatuqangit**

*Inuit Qaujimagatuqangit* is reflected in the manner in which we provide services to MLAs and the public. We work to ensure that Members and the public receive services and documents in the language of their choice; we strive to maintain a Legislative Assembly precinct that reflects and showcases Nunavut's rich cultural and artistic heritage; we provide the forum and tools with which elected Members may articulate and advance their priorities. The respected place of Elders in society is reflected by their prominence in Legislative Assembly events and their service in the Office of the Sergeant-at-Arms.

### **Healthy Communities**

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

### **Simplicity and Unity**

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

### **Self-Reliance**

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

### **Continued Learning**

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

## 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 52% to a level of 60% or higher by 2009.

Inuit Employment Representation	As of March 31, 2006		Target for 2007-2008	
	Number #	Capacity %	Number #	Capacity %
<b>Total Legislative Assembly Positions</b>	<b>31</b>		<b>31</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>2</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>2</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>2</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>	
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>19</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>6</b>	
Total Filled Administrative Support Positions	5	83	6	100
Total Vacant Administrative Support Positions	1	17	0	0
Total Beneficiaries in Administrative Support Positions	5	100	6	100

### Inuit Employment Initiatives

The Human Resources strategy of the Office of the Legislative Assembly is to ensure that competent and trained staff are available to support the needs of elected Members. This strategy must ensure that staff have the competencies necessary to support Members. By using mentoring approaches and the filling of intern positions, more Inuit staff will be trained to take on Assembly support functions for future years. Inuit staff are encouraged to adopt a life-long learning approach to improving their professional skills.

## **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.

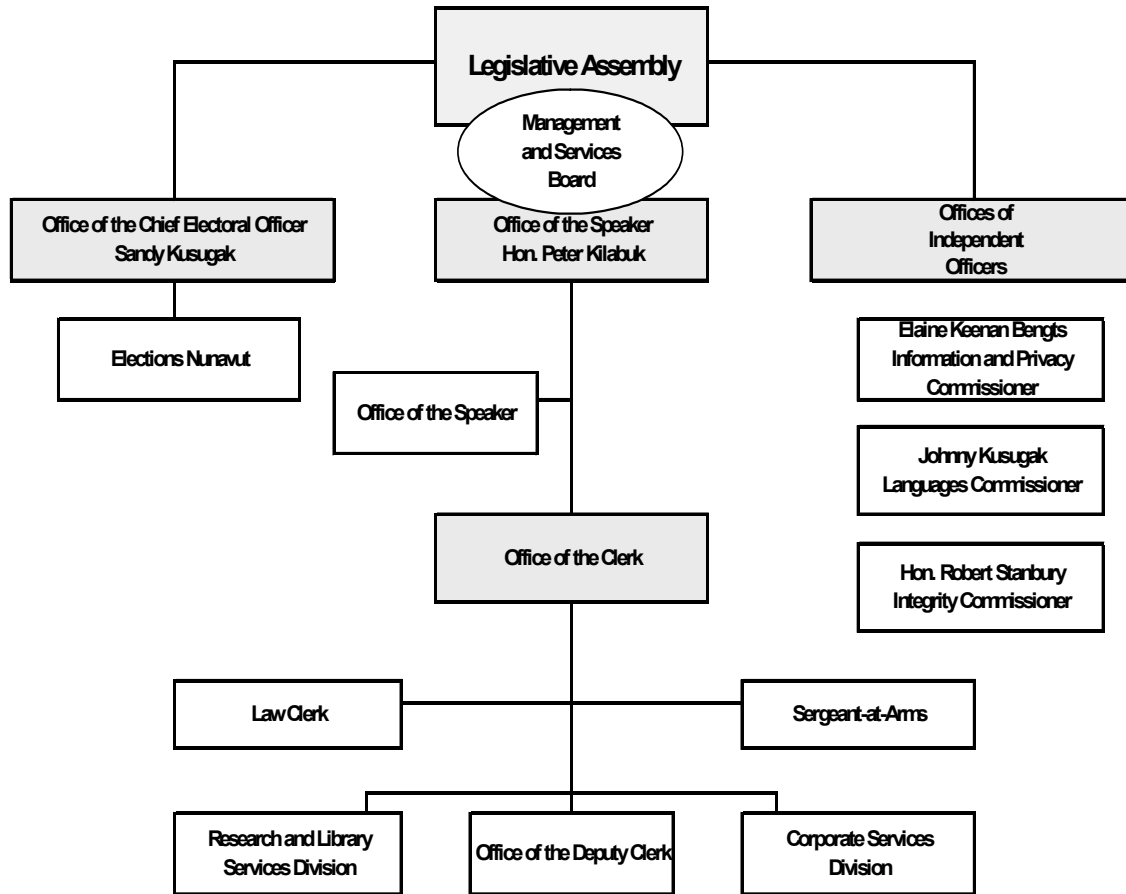
### **Public Expectations**

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, its 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)	
	2007-2008	2006-2007
Assembly Operations	6,392	6,892
Expenditures on Behalf of Members	5,507	5,407
Support to Independent Officers of the Legislative Assembly	1,510	1,510
<b>TOTAL</b>	<b>13,409</b>	<b>13,809</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 are carefully scrutinized before becoming law. Public hearings provide an opportunity for the public 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.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Sessional Administration</b>		1,500	1,400
<ul style="list-style-type: none"> <li>• The production of Hansard;</li> <li>• The holding of sittings of the House;</li> <li>• The provision of the services of the Law Clerk and Parliamentary Counsel; and</li> </ul>			

- The provision of translation and interpretation services for Chamber and caucus proceedings.

**Standing and Special Committee Administration** 800 1,000

- The provision of translation and interpretation services for Standing and Special Committee proceedings; and
- The organization and delivery of committee meetings, public hearings and community consultations.

**Office of the Clerk and Deputy Clerk** 992 1,482

- The provision of advice and support to the Speaker, Members, Caucus and Committee Chairs on matters of parliamentary procedure and privilege;
- The maintenance of the papers and records of the Legislative Assembly;
- The protection of the dignity and decorum of the House by the Sergeant-at-Arms; and
- The provision of a safe, aesthetically pleasing and culturally appropriate working environment for Members and Assembly employees.

**Research and Library Services** 800 800

- The provision of research services for individual Members, the Management and Services Board, Standing and Special Committees and the Office of the Clerk;
- The preparation of committee correspondence, reports, news releases and other documents;
- The preparation of correspondence, reports and other documents for the Office of the Legislative Assembly;
- The co-ordination, with the Office of the Clerk, of Committee and Caucus scheduling and operations; and
- The provision of information and reference services by the Nunavut Legislative Library to Members, Assembly staff, GN departments and other clients.

**Corporate Services** 2,000 1,910

- The administration of the financial management and human resources functions of the Office of the Legislative Assembly;
- The administration of Members' indemnities, allowances and benefits;
- The administration of retiring allowances for Members;
- The delivery of specialized Members' services in the area of constituency office operations, sessional and committee travel support;
- The management of the Assembly precinct and tangible assets;
- 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
- The provision of training to Members' constituency assistants in Legislative Assembly policies and procedures.

**Public Affairs** 100 100

- The development and maintenance of the Assembly's website;
- The promotion of the Legislative Assembly through the public tour program and the production of information materials and brochures;
- The planning and delivery of special events, ceremonies and unveilings;
- The co-ordination of the Assembly's art collection development strategy; and
- Liaison with northern and national media.



<b>Office of the Speaker</b>	200	200
<ul style="list-style-type: none"> <li>• Support to the Office of the Speaker in the execution of the office-holder's duties as official representative of the Legislative Assembly and Chair of the Management and Services Board; and</li> <li>• Support to the Office of the Speaker with respect to Nunavut's participation in national and international events of the Commonwealth Parliamentary Association.</li> </ul>		
<b>Total, Assembly Operations</b>	<b>6,392</b>	<b>6,892</b>

**Priorities (2006-2007)**

- Provide secretariat support to the Electoral Boundaries Commission (EBC);  
**Status:** *Ongoing. The EBC concluded its community consultations in the fall of 2006 and is preparing its final report.*
- 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;  
**Status:** *Ongoing. The Library continues to build its collection of GN print and electronic documents. An introduction to the Library's services is now part of the orientation program for new GN employees.*
- Host the 2006 annual conference of the Association of Parliamentary Librarians in Canada (APLIC);  
**Status:** *Successfully held conference in 2006.*
- Effect technical enhancements to the Assembly's suite of Audio/Visual equipment;  
**Status:** *Ongoing.*
- Roll out of new public information materials;  
**Status:** *Successfully produced a new set of high-quality brochures on the Assembly's Mace and Nunavut's official symbols for use in the public tour program.*
- Effect enhancements to the Legislative Assembly precinct while moving forward in long-term planning for a new facility; and  
**Status:** *Ongoing within the context of the GN's overall capital planning process.*
- Support Members' constituency offices in upgrading connectivity to broadband service.  
**Status:** *Upgrades successfully completed.*

**Priorities (2007-2008)**

- Identify, in co-operation with the Legislative Assembly of the Northwest Territories and the Yukon Legislative Assembly, solutions for televised broadcasting of the proceedings of Northern legislatures;
- Host annual conferences of the Hansard Association of Canada, the Legislative Broadcast and Recording Association and the Association of Chief Electoral Officers;
- Complete cataloguing of Legislative Assembly's collection of Tabled Documents;
- Initiate joint project with the Library of Parliament to digitize the Legislative Library's collection of Nunavut Implementation Commission (NIC) and Office of the Interim Commissioner (OIC) documents;

- Prepare for the implementation of any changes to Nunavut's electoral districts as a result of the recommendations of the Electoral Boundaries Commission; and
- Continue with the development of a Facilities Support Team within the Corporate Services division to enhance services to Members and staff in areas related to the management of electronic information, audio visual, mechanical and facilities services for the Assembly precinct.

## Expenditures on Behalf of Members

Nunavut's *Legislative Assembly and Executive Council Act* provides for a transparent system of remuneration for Members. It also provides for the necessary resources to be made available for the engagement of Members' constituency assistants and the operation of their constituency offices. The *Legislative Assembly Retiring Allowances Act* and *Supplementary Retiring Allowances Act* is legislation that also falls under the jurisdiction of the Legislative Assembly.

### Objectives

- To administer the indemnities, allowances and benefits that are provided for by our legislative authorities; and
- To ensure that the necessary resources are made available for Members' constituency operations.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Indemnity, Allowance and Constituency Administration</b>		5,507	5,407
<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>5,507</b>	<b>5,407</b>

### Priorities (2006-2007)

- 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 (2007-2008)

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

## Support to Independent Officers of the Legislative Assembly

The Legislative Assembly recommends to the Commissioner the appointment of four independent officers:

- 1) The Integrity Commissioner, pursuant to the *Integrity Act*;
- 2) The Information and Privacy Commissioner, pursuant to the *Access to Information and Protection of Privacy Act*;
- 3) The Languages Commissioner, pursuant to the *Official Languages Act*; and
- 4) The Chief Electoral Officer, pursuant to the *Elections Act*.

The budgets for the operation of these independent offices are provided through the annual appropriations of the Legislative Assembly. Independent officers are generally required to report to the Legislative Assembly on an annual basis. We work to support these offices, in varying degrees, to ensure the smooth functioning of their day-to-day activities and the successful completion of a variety of special projects, while ensuring that their independence is not violated. In addition, the Auditor General of Canada reports annually to the Legislative Assembly.

### Objectives

- To provide support to the independent officers of the Legislative Assembly;
- To ensure that their annual reports are tabled in the Legislative Assembly; and
- To organize the appearances of independent officers before committees of the Legislative Assembly.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Support to Information and Privacy Commissioner, Languages Commissioner, and Integrity Commissioner</b>		760	760
<b>Support to the Chief Electoral Officer</b>		750	750
<ul style="list-style-type: none"> <li>• Support the offices in the development and administration of their annual budgets;</li> <li>• Facilitate the translation and production of a number of their annual reports and other documents;</li> <li>• Collaborate in the development of websites and other initiatives; and</li> <li>• Collaborate in the development of legislative initiatives that fall under the jurisdiction of the Legislative Assembly.</li> </ul>			
<b>Total, Support to Independent Officers of the LA</b>		<b>1,510</b>	<b>1,510</b>

### Priorities (2006-2007)

- Undertake, in coordination with the Office of the Integrity Commissioner, the statutorily-required quinquennial review of the *Integrity Act*;  
**Status:** *Ongoing.*
- Provide support to the Office of the Integrity Commissioner in hosting the 2006 annual conference of the Canadian Conflict of Interest Network (CCOIN);  
**Status:** *Successfully held conference in 2006.*
- Provide support to the Office of the Information and Privacy Commissioner in hosting the 2006 annual conference of Canadian Information and Privacy Commissioners; and  
**Status:** *Successfully held conference in 2006.*

*Office of the Legislative Assembly*

- Provide ongoing website development and maintenance support to the Offices of the Integrity Commissioner, Chief Electoral Officer and the Information and Privacy Commissioner.

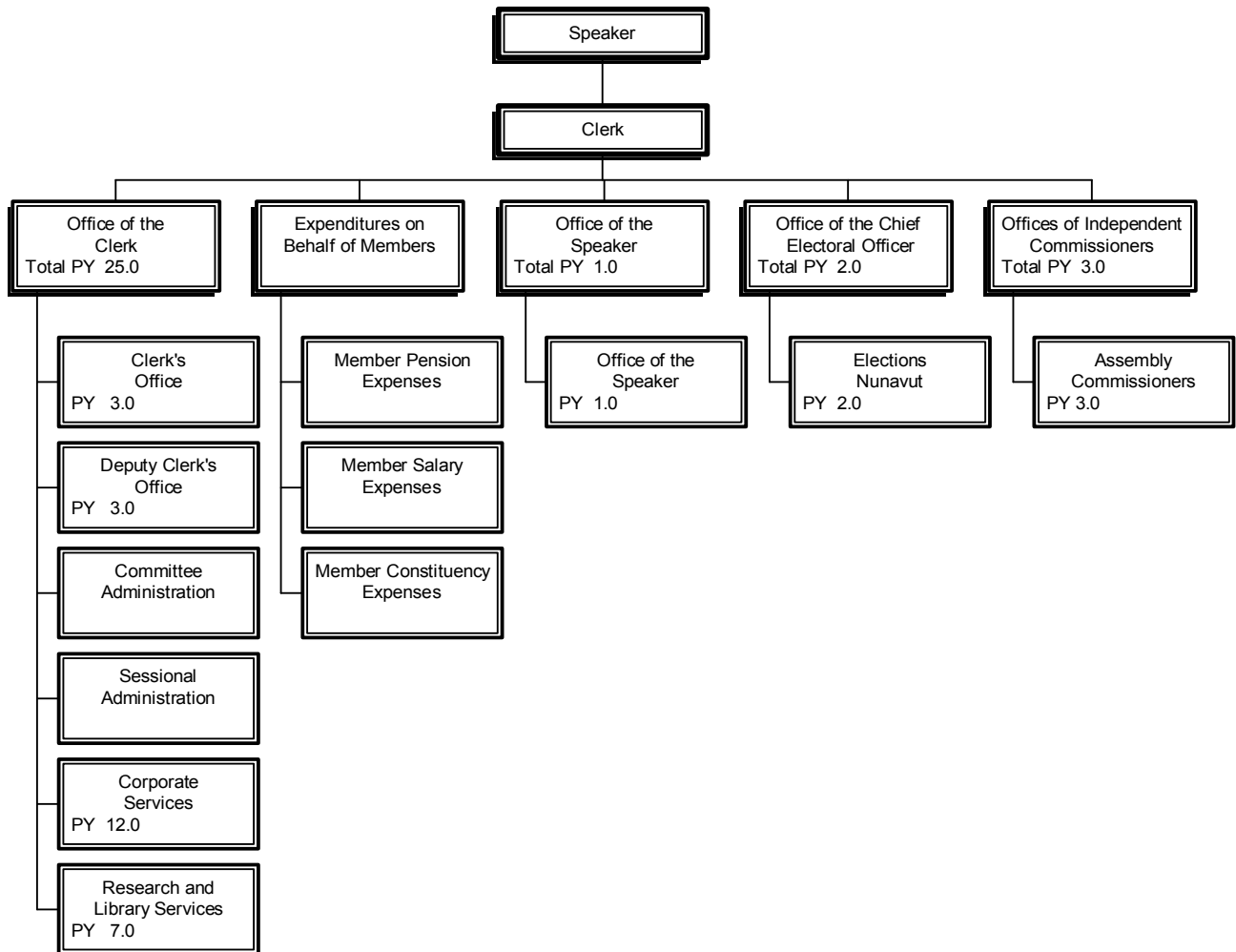
**Status:** *Ongoing.*

**Priorities (2007-2008)**

- Begin planning, in co-operation with Elections Nunavut, for the general election of the Members of the Third Legislative Assembly of Nunavut;
- Undertake any amendments necessary in response to the statutorily-required quinquennial review of the *Integrity Act*; and
- Continue development of a new *Plebiscite Act*.

# APPENDIX I: Accounting Structure and Financial Summary

## Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	31.0
Vote 4/5 PYs	-
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	2007 - 2008 Main Estimates		2006 - 2007 Main Estimates	
	\$000	PYs	\$000	PYs
<b>OFFICE OF THE CLERK</b>				
Salary	2,517	25.0	2,612	25.0
Grants & Contributions	-		-	
Other O&M	3,675		4,080	
<b>Subtotal</b>	<b>6,192</b>		<b>6,692</b>	
<b>EXPENDITURES ON BEHALF OF MEMBERS</b>				
Salary	3,242	0.0	3,242	0.0
Grants & Contributions	-		-	
Other O&M	2,265		2,165	
<b>Subtotal</b>	<b>5,507</b>		<b>5,407</b>	
<b>OFFICE OF THE SPEAKER</b>				
Salary	140	1.0	140	1.0
Grants & Contributions	-		-	
Other O&M	60		60	
<b>Subtotal</b>	<b>200</b>		<b>200</b>	
<b>OFFICE OF THE CHIEF ELECTORAL OFFICER</b>				
Salary	350	2.0	350	2.0
Grants & Contributions	-		-	
Other O&M	400		400	
<b>Subtotal</b>	<b>750</b>		<b>750</b>	
<b>OFFICE OF INDEPENDENT COMMISSIONERS</b>				
Salary	430	3.0	430	3.0
Grants & Contributions	-		-	
Other O&M	330		330	
<b>Subtotal</b>	<b>760</b>		<b>760</b>	
<b>TOTAL</b>	<b>13,409</b>	<b>31.0</b>	<b>13,809</b>	<b>31.0</b>

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**Department of  
Executive and  
Intergovernmental  
Affairs**

**Business  
Plan**

***2007-2008***

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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's "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 Qaujimagatuqangit 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* and *Inuit Qaujimagatuqangit* 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.

**Pilimmaksarniq:** development of skills through practice, effort and action.

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

**Qanuqtuurniq:** being innovative and resourceful.

**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 that 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. All news releases are posted on the government website in Inuktitut, English, Inuinnaqtun and French.

The Deputy Ministers Committee, Assistant Deputy Ministers Committee and the departmental Senior Management Committee conduct their business in both English and Inuktitut. Public communications from EIA are available in Inuktitut and English, and where applicable in Inuinnaqtun. The Communications division has the capability to produce some original documents in Inuktitut – from which they would be translated into other languages. This is often done for community radio public service announcements.

On a broader level, the department is leading an initiative for Inuktitut language training for senior managers. The department has contracted a Nunavut-based company with expertise in the field to develop an Inuktitut language program for senior management. The company will be offering a second intake for the program in the new year.

## **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 interdepartmental 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 *Nunavut Land Claims Agreement*, concluding a devolution agreement, legislation and cross-departmental administrative initiatives such as decentralization, and increased access to government information and services.

## INUIT EMPLOYMENT PLAN

The goal of the department is for Inuit employment to attain a level of 56% across all occupational job categories for the 2008-2009 fiscal year-end.

Inuit Employment Representation	As of March 31, 2006		Target for 2007-2008	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>52</b>		<b>52</b>	
Total Filled Positions	46	88	52	100
Total Vacancies	6	12	0	0
Total Beneficiaries	31	67	34	65
<b>Total Executive Positions</b>	<b>4</b>		<b>5</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>7</b>		<b>6</b>	
Total Filled Senior Management Positions	6	86	6	100
Total Vacant Senior Management Positions	1	14	0	0
Total Beneficiaries in Sr. Management Positions	2	33	3	50
<b>Total Middle Management Positions</b>	<b>5</b>		<b>5</b>	
Total Filled Middle Management Positions	4	80	5	100
Total Vacant Middle Management Positions	1	20	0	0
Total Beneficiaries in Middle Management Positions	1	25	2	40
<b>Total Professional Positions</b>	<b>14</b>		<b>14</b>	
Total Filled Professional Positions	13	93	14	100
Total Vacant Professional Positions	1	7	0	0
Total Beneficiaries in Professional Positions	10	77	8	57
<b>Total Paraprofessional Positions</b>	<b>11</b>		<b>11</b>	
Total Filled Paraprofessional Positions	9	82	11	100
Total Vacant Paraprofessional Positions	2	18	0	0
Total Beneficiaries in Paraprofessional Positions	7	78	9	82
<b>Total Administrative Support Positions</b>	<b>11</b>		<b>11</b>	
Total Filled Administrative Support Positions	10	91	11	100
Total Vacant Administrative Support Positions	1	9	0	0
Total Beneficiaries in Administrative Support Positions	9	90	9	82



## Departmental Inuit Employment Initiatives

The department will participate in two government wide Inuit employment initiatives, the Labour Force Analysis and the Communication Strategy.

### Labour Force Analysis

Nunavut Kiglisiniaqtiit (Nunavut Bureau of Statistics) as the GN's central statistical agency will collect, analyze and distribute statistical data on Nunavut's labour force. A monthly report is produced on the latest data available from Statistics Canada's labour force survey detailing employment statistics in Nunavut. The labour force survey tracks employment by Inuit and non-Inuit in the 10 largest communities.

### Communication Strategy

EIA Communications is the central agency for providing communications support to the line departments and government wide coordination. The division will assist in the development of a communication strategy on the implementation of the GN Inuit Employment Plan.

In addition to participating in government wide initiatives, the department will continue its own efforts to increase beneficiary employment in the management categories.

The Sivuliqtiksatsat Internship Program has proven successful, with one beneficiary completing his internship for a manager position in the department. The department continues to use this program and currently has three full time interns in training to fill management positions - Director of Statistics, Director of Communications and the Cabinet Registrar. Upon successful completion of these internships, the beneficiary level in the senior management category will increase twofold, up to 63%.

In addition to utilizing the program, the department will also create its own management trainee position for the Pangnirtung Evaluation office. The current incumbent, Manager of Evaluation, has been hired on a term basis with the condition that he train a beneficiary to take over his position.

Executive and Intergovernmental Affairs, in our role as a central agency, provide advice to both Cabinet and the departments on a broad range of governmental issues. Our relationship with other departments will enable us to ensure that the plans adopted by the government are being implemented in a timely manner. The key to ensuring that Inuit enter into the work force is that all departments provide a challenging, supportive and effective environment for learning and growth.

## **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 *Aajiqatigiinni* (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 working with Nunavut Tunngavik Incorporated and Indian and Northern Affairs Canada (INAC) to implement the recommendation of conciliator, Justice Thomas Berger, for a new contract to implement the *Nunavut Land Claims Agreement (NLCA)*. Working closely with Nunavut Tunngavik Inc., the aim 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 and society.

#### **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.

As part of a growing government, the department has progressively taken on a stronger coordination role on several of the government's interdepartmental initiatives. In most cases, it is incumbent upon the department to take on the additional responsibility with existing resources.

### **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**

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. The initial priorities will be program and department-specific and usually by invitation.

### **Decentralization**

The department will continue to closely monitor the decentralization initiative and provide support to the Assistant Deputy Ministers Committee, who has been 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)	
	2007-2008	2006-2007
Executive	6,397	6,449
Corporate Services	765	771
Statistics	436	453
Policy, Planning and Evaluation	999	1,025
Intergovernmental Affairs	2,709	2,608
<b>TOTAL</b>	<b>11,306</b>	<b>11,306</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

- Support the Cabinet under the direction of the Premier.
- Communicate Cabinet direction to the public service.
- Coordinate government communication strategies and messages.
- Provide national and international access to information on Nunavut.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Deputy Minister / Assistant Deputy Minister</b>		828	885
These offices support and organize the overall work of Cabinet and its committees, as well as provide advice through intergovernmental groups such as the Senior Officials Healthy Lifestyle Committee (SOHLC).			
<b>Communications</b>		858	909
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.			
<b>Cabinet Registrar</b>		255	256
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.			

<b>Premier's Office</b>	1,074	1,074
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.		
<b>Ministers' Offices</b>	2,970	2,908
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.		
<b>Commissioner's Office</b>	227	227
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.		
<b>Utility Rate Review Council (URRC)</b>	185	190
The Council responds to the mandate set out in the <i>Utility Rates Review Council Act</i> to evaluate the cost structures of the utility and advise the Minister of Energy on pricing and rate structures.		
<b>Total, Executive</b>	<b>6,397</b>	<b>6,449</b>

**Priorities (2006-2007)**

- Continued improvement in support of Cabinet and its committee processes, administration, record management, and tracking process through the use of new programs and technologies.

**Status:** *The Registrar's Office continues to work on improvements in support of Cabinet. A new database for appointments is in development and is expected to be ready for testing in 2006-2007.*
- 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.

**Status:** *The URRC has continued to work with QEC and public stakeholders on the ongoing applications and issues that arose from the first comprehensive General Rate Application.*
- 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.

**Status:** *All news releases are posted on the government web site in Inuktitut, English, Inuinnaqtun and French. EIA Communications is managing the staff phone directory on the GN web site. Each department has a staff person who notifies EIA Communications of any phone listing changes. All departments are working to provide their phone listings in all four languages – many have already done so.*
- Provide ongoing counsel to GN decision makers regarding communications, issues management, media relations and relations with other government levels.

**Status:** *Through the Interdepartmental Communications Committee, departments share information on communications plans for upcoming programs/initiatives and discuss best practices for issues management. EIA Communications provides guidance on how to ensure that all government communications reflects Cabinet directives.*

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

**Status:** *The EIA IQ coordinator is expanding on the Inuktitut language theme to develop a learning plan using phrases relating to the workplace that are repeated daily to the staff learning Inuktitut.*

- 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 EIA IQ coordinator has been assisting HR by providing cultural orientation for new staff during their orientation sessions. The EIA IQ coordinator has traveled to Pangnirtung and Cape Dorset to deliver cultural orientation sessions in these communities.*

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

**Status:** *The EIA IQ coordinator has been working to further develop the IQ component in day-to-day work activities by holding regular IQ meetings/celebrations attended by all EIA staff and discussing ideas with Senior Management Committee (SMC).*

### **Priorities (2007-2008)**

- Improve support of Cabinet and its committee processes, administration, record management, and tracking process through the use of new programs and technologies.
- Train and support the Cabinet Registrar intern.
- 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.
- Develop options for implementing the recommendations outlined in the operational assessment of the SOHLC.
- Measure the effectiveness of government wide initiatives aimed at reducing the number of suicides in the territory.
- Communications is exploring ways to improve two-way communications between Nunavummiut and the government. A simplified GN phone directory that will be produced as a printed document is being designed and will be distributed to all communities.
- Communications will approach the Department of Community and Government Services IT division to discuss having EIA Communications handle all the calls to the GN 1-800 phone number.
- The EIA IQ coordinator is preparing a plan to travel to all decentralized communities to provide cultural orientation sessions for GN employees. EIA Communications will approach HR to explore the possibility of delivering the cultural orientation sessions together with any new employee orientation sessions being delivered outside of Iqaluit.
- Communications will develop a web site for the Western Premiers' Conference being held in Iqaluit July 5th and 6th. Communications will also produce GN promotional material and promotional items for this conference.

- Bilingual communications officers will be trained to write and produce GN messages promoting new government initiatives and programs/services for community radio stations.

## Corporate Services

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

### Objectives

- Provide timely and accurate departmental financial and administrative processing 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.
- Provides administrative support to the department's two decentralized offices.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Access to Information</b>		158	160
The ATIPP function ensures compliance with the ATIPP Act; provides coordination of all ATIPP issues, activities and training; provides liaison with the Information and Privacy Commissioner as well as other jurisdictions; and provides consultative services to government staff in relation to access to information requests and internal processes related to access and privacy.			
<b>Support Services</b>		607	611
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.			
<b>Total, Corporate Services</b>		<b>765</b>	<b>771</b>

### Priorities (2006-2007)

- Have the new ATIPP Manager trained through targeted training and online courses.  
**Status:** *The ATIPP Manager has completed various targeted courses throughout the year.*
- Continue with staff training on the job and through formal education.  
**Status:** *Staff have had on the job training and have taken advantage of various professional development opportunities.*
- Have a minimum of two staff trained on P2K software.  
**Status:** *One staff member is trained in the operations of P2K and another is waiting for a training opportunity.*
- Train more staff to do financial reporting at an analytical level.

**Status:** Two other staff members are now able to analyze variance reports.

- Continue working on the Privacy Impact Assessment (PIA) process.

**Status:** This is ongoing throughout the various government departments and public bodies that are covered by the Act. PIA's are usually requested by individual departments. A one day course will be conducted on PIA's in October 2006.

### Priorities (2007-2008)

- Continue to provide ATIPP training to GN staff, especially in the field of managing electronic data.
- Re-activate the Workplace Wellness Committee now that staffing levels have normalized.

## 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.

Programs	Budget (\$000)	2007-2008	2006-2007
Statistics		436	453
<b>Total, Statistics</b>		<b>436</b>	<b>453</b>

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.

### Priorities (2006-2007)

- Continue the production and distribution of Nunavut-specific statistical publications.

**Status:** The Bureau produces the following regular electronic publications:

*StatsUpdate* – a one page report in Word format of the latest Nunavut specific data released by Statistics Canada. Distribution by e-mail within the GN and to other organizations and members of the public on request. Frequency: approximately 100 releases per year.

*Monthly reports* – 3 monthly reports are produced by the Bureau, released and distributed within the GN and to other organizations and members of the public on request in PDF format. They include reports on the Consumer Price Index (CPI) for Iqaluit; retail trade statistics for Nunavut as a whole; and the newest monthly – an extensive report on the latest data available from Statistics Canada's labour force survey detailing statistics on employment and unemployment in Nunavut.



*Annual reports – the Bureau produces an annual report on the latest territorial and community population estimates produced by Statistics Canada as of July.*

- Develop a user friendly website.

**Status:** *Currently under development.*

- Ensure the effective distribution of the data from the 2005 GN Employee Survey and the Smoking Survey.

**Status:** *The Bureau has completed the field operations for the GN Employee Survey and is currently analyzing the written comments provided by respondents. A draft report of the initial results will be available by the end of October 2006.*

*After an initial proposal was prepared for Health Canada (the funding agency) to review, a more comprehensive outline of the methodology for the survey was requested. The Bureau submitted a methodological report and it is currently under review by Health Canada. If approved and funding is provided, the survey field operations would commence in the winter of 2007-2008.*

- Focus on the data available from the 2006 Census in a series of specialized products and releases.

**Status:** *The first release of Census 2006 data will not be available until February 2007, at which time the Bureau will produce the first of several reports on the census results for Nunavut. On request from Statistics Canada, the Bureau provided assistance to the census operation by following up on uncompleted survey forms (67) in Pangnirtung. Within the short timeframe required by Statistics Canada, all forms had the initial, basic questions completed and 20 were completed in full.*

- Continue mentorship program with INAC's Research and Analysis division in Ottawa until August 2006 for one Bureau staff person.

**Status:** *INAC and the Bureau are working together to deliver in Iqaluit and Pangnirtung a workshop on Inuit well-being data.*

- Ongoing support and training to continue for the Bureau's intern.

**Status:** *A number of training activities have been undertaken in the past year for the intern. In addition, a request was made to and approved by the Department of Human Resources to extend the internship, to March 31<sup>st</sup>, 2008.*

- Follow-up with Statistics Canada on the Memorandum of Understanding signed in the fall of 2005 to determine if additional training can be arranged in 2006-2007.

**Status:** *A four-day course on survey administration was delivered in Pangnirtung to Bureau staff (and other interested GN employees in Pangnirtung) in late February 2006. Discussions are underway with Statistics Canada to deliver a second course in Pangnirtung this coming December. This course will be an introduction to basic statistical techniques. Statistics Canada waived the \$6,000 fee for Bureau staff to attend a six-week course in Ottawa on surveying. One staff member is interested and arrangements have been made for her attendance.*

- 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.

**Status:** *The initial results of the analysis of the labour market data was undertaken and reviewed by a group of stakeholders. The review took place in a meeting in Iqaluit in late*

*April 2006, and included senior staff from Statistics Canada's labour market division. The review was positive and the labour market analyst continued her work to produce a public report of the results.*

- Production of a regular statistical report on Nunavut's labour force.

**Status:** *On September 8, 2006, the Bureau's labour market analyst produced the first public reporting of data on Nunavut's labour force from Statistics Canada's labour force survey. The report was an extensive review of the data showing employment and unemployment figures and rates for Nunavut as of August. Regular monthly reporting will continue.*

- 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 2006-2007.

**Status:** *Due to the sensitivity of the subject matter, and the need to ensure Bureau staff have the necessary training, experience and expertise to successfully administer such a survey, this project has been rescheduled to take place after the completion of the GN Employee Survey and the proposed Nunavut Smoking Survey. Both the Employee Survey and the Smoking Survey (previously incorporated in the Addictions Survey) will serve as practical, hands-on training for Bureau staff on the administration of a survey.*

### **Priorities (2007-2008)**

- Develop regulations related to the *Statistics Act* and its implementation.
- Reintegrate the Evaluation and Statistics branches to better coordinate management and their activities.
- Conduct a statistical review of monthly and annual publications.
- Publish Nunavut specific summaries of Statistics Canada data from the 2006 Census data at the territorial, regional and community level.
- Launch a major data development activity to identify, analyze, source and publish existing Nunavut specific data collected within the GN and other levels of government.
- Provide further analysis of the GN Employee Survey database.
- Pending confirmation of funding, begin preparations for the administration of the Nunavut Tobacco Use Survey.

## **Policy, Planning and Evaluation**

This unit is responsible for coordinating and leading the government's development, implementation, and evaluation of policy and program objectives.

### **Objectives**

- Ensure the development of simple and understandable government policies.
- Liaise with government departments on their submissions to Cabinet.
- Produce effective program evaluation, performance measurement, and evaluation consultation services on matters of Nunavut-wide interest.
- Provide leadership within the Government of Nunavut on various interdepartmental committees.

- Provide ongoing support and evaluation for decentralization.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Policy and Planning</b>		580	596
<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 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>		369	379
<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 and Evaluation</b>		<b>999</b>	<b>1,025</b>

**Priorities (2006-2007)**

- Provide support and administration for the interdepartmental committee on decentralization and monitor the status and progress on decentralization.  
**Status:** *Departmental reorganizations are monitored closely for impacts to decentralization. The status and progress on decentralization is kept up to date on a regular basis.*
- 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:** *The department has worked with HR on a set of policy courses made available to all GN employees. Collaboration with outside organizations has been successful, resulting in comprehensive policy courses designed for Nunavut.*
- Evaluate draft government policy items in consideration of *Inuit Qaujimajatuqangit*.  
**Status:** *Inuit Qaujimajatuqangit is considered in the evaluation of all draft government policy items.*
- Implement the Evaluation Policy and the Evaluation Framework in support of GN activities.  
**Status:** *The draft Evaluation Policy and Framework have been revised and will be ready for implementation once approved.*
- Provide consultation services and training to support GN departmental evaluation projects.  
**Status:** *The department has offered consultation services to departments and is planning on providing 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.

**Status:** *A performance measurement system is proposed in the draft evaluation framework document.*

- Provide input to the development of a performance management program for GN departments.

**Status:** *The department is available for providing input to the development of a performance management program for GN departments.*

### **Priorities (2007-2008)**

- Monitor the status of implementation of *Pinasuaqtavut* objectives.
- Develop closer working relationships with other GN central agencies.
- Develop strategies to improve program delivery and support for the decentralized offices.
- Monitor the status and targets set in the departmental Inuit Employment Plan.
- Implement the evaluation policy and 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.

## **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 *Nunavut Land Claims Agreement* 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 jurisdictional responsibility over lands and resources in Nunavut.
- Coordinate the GN's activities relating to the conclusion and implementation of the Northern Strategy.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2007-2008</b>	<b>2006-2007</b>
<b>Aboriginal Affairs</b>		158	162
<p>Manages and advises on government policies and positions relating to the implementation of the <i>Nunavut Land Claims Agreement</i>, 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.</p>			
<b>Circumpolar Affairs</b>		351	360
<p>Represents the government in Arctic Council related issues, bilateral relations with other circumpolar organizations and governments and regions, and relations with circumpolar indigenous groups.</p>			
<b>Devolution</b>		1,045	1,067
<p>The transfer to the GN of jurisdictional responsibilities for the management of lands and 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.</p>			
<b>Intergovernmental Affairs</b>		644	675
<p>The Intergovernmental Affairs branch is responsible for the management and development of government strategies, policies and initiatives relevant to federal, provincial and territorial relations.</p>			
<b>Intergovernmental Relations</b>		286	286
<p>The GN Ottawa Office is led by the ADM for Intergovernmental Affairs and supported by legal counsel and office staff. Its primary function is to liaise with the federal government and other government offices in Ottawa. In addition, Ottawa staff are extensively involved in implementation, trans-boundary, devolution negotiations and other corporate issues as assigned.</p>			
<b>Protocol</b>		18	18
<p>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.</p>			
<b>Senior Personnel Secretariat</b>		5	5
<p>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.</p>			
<b>Energy Secretariat</b>		202	35
<p>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 is to develop options and recommendations on territorial energy policy and coordinate GN action on Cabinet level energy decisions.</p>			
<b>Total, Intergovernmental Affairs</b>		<b>2,709</b>	<b>2,608</b>

### Priorities (2006-2007)

- Support the Premier in advancing the interests and priorities of Nunavut at First Ministers' meetings, Western Premiers' meetings, Northern Premiers' meetings, the Council of the Federation, and meetings of Federal/ Provincial/ Territorial Aboriginal Ministers.

**Status:** *Supported the Premier at the 2006 Western Premiers' Conference in Gimli, Manitoba; Premier delivered an address on sovereignty at the North American Leaders Summit; Premier attended the 2006 Council of the Federation and received support for implementation by the federal government of the recommendations made by two independent panels on Territorial Formula Financing. All Premiers met with the Leaders of the National Aboriginal Organizations supporting an improved standard of living and participation in the economy and society of Canada by Aboriginal Canadians. The Northern Premiers' Meeting was deferred to after the Yukon territorial elections October, 2006.*

- Work with Canada, the NWT and the Yukon to implement the Northern Strategy.

**Status:** *Canada is developing a revised Northern Vision, this will be shared with the territories.*

- Achieve substantial progress toward an agreement-in-principle on devolution, since the target completion date for the Agreement-in-Principle is December 31, 2007.

**Status:** *The federal government has not yet approved a mandate or chief negotiator for INAC, for Canada to begin negotiating with Nunavut and NTI. This is expected to occur in the fall of 2006.*

- Create and implement an extensive communications strategy to inform Nunavummiut and GN staff about the devolution process.

**Status:** *Due to the delay in the start of devolution negotiations, the intended communications strategy has been postponed until it is clear when the negotiations will begin.*

- Complete the negotiations process of the Implementation Contract for the *Nunavut Land Claims Agreement*.

**Status:** *Ongoing discussion with INAC and NTI.*

- Work with Nunavut Tunngavik Incorporated on advancing the priorities set out in the Iqqanaijaqatigiit Protocol.

**Status:** *Ongoing work in the areas of education, language development and protection, housing, devolution, and land claims implementation.*

- Develop and implement Inuktitut language training programs for GN senior executives.

**Status:** *Completed. Senior managers participating in program.*

- Continue to work with the Assistant Deputy Ministers Committee to ensure that appropriate training is available.

**Status:** *Ongoing.*

- 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 a director level development program.

**Status:** *Required discussion with the Department of Human Resources.*

- 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.

**Status:** *Ongoing. GN participating in all forums.*

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

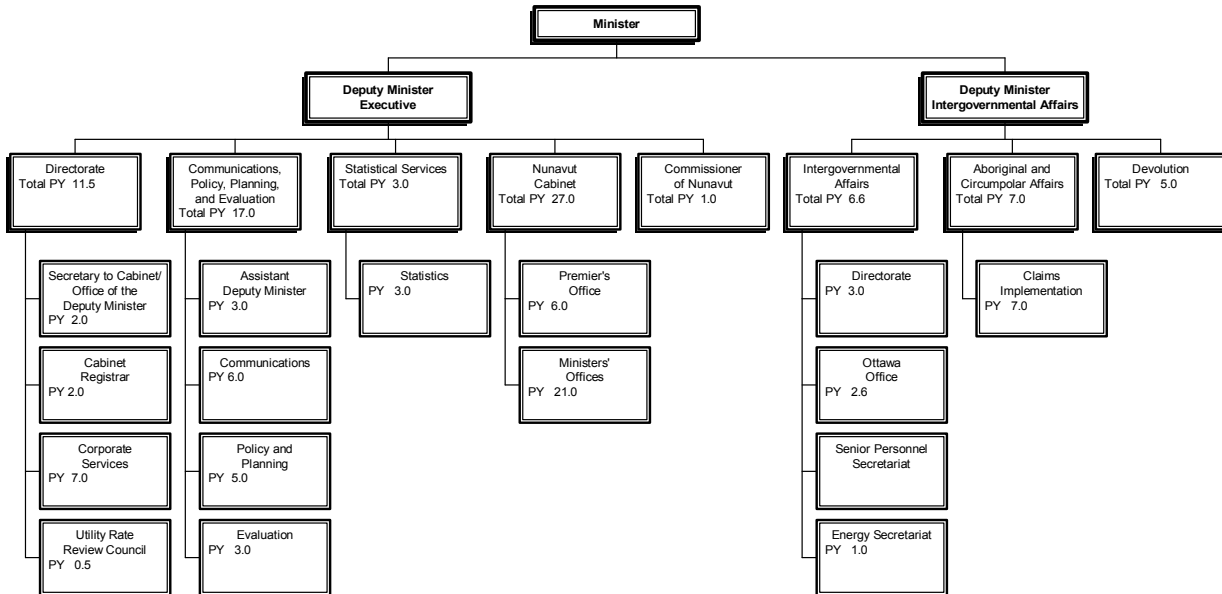
**Status:** *Small secretariat established and is working on a strategy for consideration by government and public input.*

### **Priorities (2007-2008)**

- Support the Premier as the host for the 2007 Western Premiers' meeting to be held in Iqaluit in July 2007.
- Work with Canada, the NWT and the Yukon to develop a "northern vision".
- Complete the negotiations process of the Implementation Contract for the *Nunavut Land Claims Agreement*.
- Work with Nunavut Tunngavik Incorporated on advancing the priorities set out in the Iqqanaijaqatigiit Protocol.
- Continue to work with the Assistant Deputy Ministers 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, promotes Inuit Employment, and 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.
- Develop a comprehensive energy policy and strategy with affected departments and agencies.
- Achieve substantial progress toward an Agreement-in-Principle on devolution, in order to complete the AIP by December 31, 2007 and a Devolution Final Agreement by December 31, 2008.

# APPENDIX I: Accounting Structure and Financial Summary

## Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	73.6
Vote 4/5 PYs	4.5
Revolving Fund PYs	-
<b>TOTAL PYs</b>	<b>78.1</b>



## **Departmental Roles**

### **Executive Branch**

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, coordinates 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. The Executive division also supports the work of the Utilities Rates Review Council.

### **Corporate Priorities**

This office provides advice to Senior Officials Healthy Lifestyle Committee (SOHLC) and represents the government as a member of the Nunavut Embrace Life Council. It also undertakes additional assignments as required.

### **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 and of 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 provides 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 its decision-making, planning, implementation and evaluation, as well as to make information available 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 and Planning**

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 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 and chairs the interdepartmental 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 Branch**

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 for departmental and ministerial meetings with Ottawa counterparts.

### **Devolution**

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 jurisdictional responsibility and management of lands and resources from Canada are managed through this division.

### **Aboriginal and Circumpolar Affairs**

Under the Director of Aboriginal and Circumpolar Affairs, the GN's role in claims and circumpolar initiatives is managed. This includes participation in the work of the Arctic Council, the Nunavut Implementation Panel and the protocol with NTI, *Iqqanaijaqatigiit – Working Together*.

### **Energy Secretariat**

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.

### **Senior Personnel Secretariat**

This branch 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	2007 - 2008 Main Estimates		2006 - 2007 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	1,286	11.5	1,326	11.5
Grants & Contributions	-		-	
Other O&M	380		399	
<b>Subtotal</b>	<b>1,666</b>		<b>1,725</b>	
<b>COMMUNICATIONS, POLICY, PLANNING AND EVALUATION</b>				
Salary	1,774	17.0	1,836	17.0
Grants & Contributions	-		-	
Other O&M	450		475	
<b>Subtotal</b>	<b>2,224</b>		<b>2,311</b>	
<b>STATISTICAL SERVICES</b>				
Salary	326	3.0	352	3.0
Grants & Contributions	-		-	
Other O&M	110		101	
<b>Subtotal</b>	<b>436</b>		<b>453</b>	
<b>NUNAVUT CABINET</b>				
Salary	2,878	27.0	2,857	27.0
Grants & Contributions	-		-	
Other O&M	1,166		1,125	
<b>Subtotal</b>	<b>4,044</b>		<b>3,982</b>	
<b>COMMISSIONER OF NUNAVUT</b>				
Salary	127	1.0	127	1.0
Grants & Contributions	-		-	
Other O&M	100		100	
<b>Subtotal</b>	<b>227</b>		<b>227</b>	
<b>INTERGOVERNMENTAL AFFAIRS</b>				
Salary	892	6.6	773	5.6
Grants & Contributions	-		-	
Other O&M	263		246	
<b>Subtotal</b>	<b>1,155</b>		<b>1,019</b>	

Branch	2007 - 2008		2006 - 2007	
	Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs
<b>ABORIGINAL AND CIRCUMPOLAR AFFAIRS</b>				
Salary	316	7.0	320	7.0
Grants & Contributions	90		90	
Other O&M	103		112	
<b>Subtotal</b>	<b>509</b>		<b>522</b>	
<b>DEVOLUTION</b>				
Salary	552	5.0	604	5.0
Grants & Contributions	-		-	
Other O&M	493		463	
<b>Subtotal</b>	<b>1,045</b>		<b>1,067</b>	
<b>TOTAL</b>	<b>11,306</b>	<b>78.1</b>	<b>11,306</b>	<b>77.1</b>

## **APPENDIX II: Decentralization Report**

The division of Policy and Planning in Executive and Intergovernmental Affairs provides ongoing support and monitoring of decentralization. The Evaluation branch also assists with the tracking of positions. 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;
- identify and address inconsistencies in operational requirements and develop a strategic plan for improvement.

The committee is planning an annual Decentralization Planning and Reporting meeting for 2007 to provide an update on the status of decentralization in Nunavut.

### **Accomplishments**

- Coordinated decentralization of 459 Government of Nunavut positions to the 10 decentralized communities 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**

***2007-2008***

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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), the responsibilities of the Deputy Minister and the 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.

### 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.*

### Our Vision

This mission builds on a vision of government that obtains and manages the financial resources necessary to meet its obligations; provides open, timely and accurate information on Nunavut's financial position and the environmental dynamics that influence that position while respecting the principles of *Inuit Qaujimajatuqangit (IQ)*. 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.

## *Department of Finance*

- 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 use and promotion of the language services guidelines. The department interacts with Nunavummiut on a daily basis in their language of choice.

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

Most recently, Finance has taken steps to ensure that all signage and public advertising reflects Nunavut's official languages. The department will try to accommodate any request for services in all four languages to the best of its ability.

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. This is an area that the department will continually work on to improve. There are long term goals and objectives that have been identified and the next challenge will be to incorporate these into the yearly budget planning cycle.

## **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 now complete and operational. The facility in Iqaluit will be substantially complete in February of 2007 and should be operational in fiscal year 2007-2008. New and exciting facilities planned to support healthy communities during fiscal year 2007-2008 and onward include the Nunavut Cultural School in Clyde River, with satellite campuses in Igloolik and Baker Lake, the Nunavut Trades School in Rankin Inlet and the Nunavut Heritage Centre in Iqaluit. Finance will continue to play a pivotal role in determining and producing sound, viable, financing methodologies for these important educational and cultural infrastructure projects.

### **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. As a direct consequence of the *Strengthening Financial Management Report* delivered in the spring of 2006, Finance has initiated or completed nine initiatives that will directly address the financial strength of the Territory and add an increased level of Simplicity and Unity in all aspects of the financial function in Nunavut.

Through a revitalized Crown Agency Council and Secretariat, Finance has likewise added simplicity and unity in its relationship with Nunavut's public agencies. This one-window approach, will simplify the GN's liaison with its statutory bodies and territorial corporations, while clarifying our respective roles and responsibilities. Unity will be achieved through close and ongoing liaison with all public agencies, with a view towards working together to achieve our common goals.

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, including the introduction of modified accrual based budgeting for fiscal year 2007-2008, 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 understood as the parameters for funding levels are developed for federal/territorial funding arrangements.

The department also will play a significant role in the upcoming devolution negotiations with the federal government. More specifically, it will ensure that any future devolution agreement results in a net fiscal benefit to Nunavut. As well, it will seek a resource revenue sharing agreement with the federal government.

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. An extensive, coordinated and all encompassing plan has been developed to ensure the timely reporting of the GN's Public Accounts. This plan, first executed in fiscal year 2006-2007, fully engages all departments and public agencies. It is a landmark planning document, implementation plan and reporting schedule, one that will certainly contribute greatly to Nunavut's self-reliance. For fiscal year 2005-2006, the most current year, Finance continued to show leadership in self-reliance by tabling its Interim Financial Report *before* its legislated due date of delivery to the Minister. Finance will ensure that this enhanced financial reporting continues in fiscal year 2007-2008 and into the future.

To support enhanced financial reporting and responsibility, Internal Audit Services (IAS) will take on an ever-increasing role during fiscal year 2007-2008. IAS will contribute to self-reliance through increased liaison with the Office of the Auditor General (OAG), a strengthened internal audit presence with departments and public agencies and enhanced responsibilities for investigation, identification of areas of improvement and action plans to address underdeveloped strengths and processes.

## Continuing Learning

Following the principles and objectives set out in *Pinasuaqtavut* the Department of Finance also strives to implement the Inuit Employment Plan and recognises that learning is a lifelong process. Our aim is to raise Inuit employment levels so that bilingual beneficiaries can bring their language skills into the workplace to strengthen the provision of the services we provide in Inuktitut.

Finance will continue its commitment to the internship program. Through the training program, interns will develop the necessary financial knowledge and skills to move into various financial positions in the department.

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.

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 in acquiring 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:

- 2006-2007 – 46%
- 2007-2008 – 46%
- 2008-2009 – 49%
- 2009-2010 – 50%
- The long-term goal (2020) is 85%

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 Initiatives**

The Department of Finance has a Financial Internship Program (FIP) consisting of up to eight interns. The FIP is financed through the department as an adjunct to the Department of Human Resources training programs, beneficiaries are offered the opportunity to gain formal financial knowledge that is relevant to their specific positions. This creates a synergy in the workplace through targeted on-the-job training and greatly augments the interns' ability to perform not only their current job, but to prepare them for advancement in the financial field. Intern positions include traditional financial accounting, but also fiscal, financial and corporate policy and administration; all within an overall environment of financial skills development. Mentoring is a significant component of the program, providing additional training support to candidates while they receive specific on-the-job experience.

Once training is complete, the Intern will be confirmed to his/her position, thereby ensuring that these newly-developed skills are put to their best use and greatly contributing to recruitment and retention. Mostly, it is about personal development, growth and the fostering of self-assurance and worth for the Intern.

To support Inuit Employment Plan initiatives, most of the administrative, paraprofessional and professional positions are being offered as term positions unless a successful beneficiary is available.

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.

## Departmental Inuit Employment Targets

Inuit Employment Representation <sup>1</sup>	As of March 31, 2006		Target for 2007-2008	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>166</b>		<b>181</b>	
Total Filled Positions	127	77	144	80
Total Vacancies	39	23	37	20
Total Beneficiaries	54	43	64	46
<b>Total Executive Positions</b>	<b>4</b>		<b>4</b>	
Total Filled Executive Positions	4	100	4	100
Total Vacant Executive Positions	0	0	0	0
Total Beneficiaries in Executive Positions	2	50	2	50
<b>Total Senior Management Positions</b>	<b>12</b>		<b>15</b>	
Total Filled Senior Management Positions	12	100	15	100
Total Vacant Senior Management Positions	0	0	0	0
Total Beneficiaries in Senior Management Positions	0	0	1	7
<b>Total Middle Management Positions</b>	<b>35</b>		<b>36</b>	
Total Filled Middle Management Positions	21	60	27	75
Total Vacant Middle Management Positions	14	40	9	25
Total Beneficiaries in Middle Management Positions	2	9	3	11
<b>Total Professional Positions</b>	<b>28</b>		<b>33</b>	
Total Filled Professional Positions	22	79	28	85
Total Vacant Professional Positions	6	21	5	15
Total Beneficiaries in Professional Positions	6	27	8	29
<b>Total Paraprofessional Positions</b>	<b>71</b>		<b>76</b>	
Total Filled Paraprofessional Positions	58	82	57	75
Total Vacant Paraprofessional Positions	13	18	19	25
Total Beneficiaries in Paraprofessional Positions	36	62	38	67
<b>Total Administrative Support Positions</b>	<b>16</b>		<b>17</b>	
Total Filled Administrative Support Positions	10	63	13	76
Total Vacant Administrative Support Positions	6	37	4	24
Total Beneficiaries in Administrative Support Positions	8	80	12	92

<sup>1</sup> Numbers do not include the eight intern positions within the department. When these interns are included the Inuit employment percentage for 2007-2008 is 47%



## ENVIRONMENTAL SCAN

During the 2007-2008 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 is implementing an action plan to strengthen financial management. The action plan includes the following items: assessment and expansion of the current management accountability framework; development of a strategy to produce the Public Accounts on time annually; strengthen the Comptrollership branch; strengthen senior financial officer capacity; review and standardize delegated financial signing authority; create a human resources strategy to standardize job ratings, implement training regimes and create recruitment and retention strategies; review Nunavut's financial information systems and; review the financial management of public agencies.

Finance is committed to a renewed relationship with the OAG. The creation of a separate Comptrollership branch, headed by the Comptroller General, under the direction of the Deputy Minister has allowed more frequent communication between the Government of Nunavut and the OAG as well as providing a new focus to financial management in Nunavut.

With the recent hiring of a Secretary to the Crown Agency Council (CAC), work has commenced to reengage public agencies to ensure that the fiscal year 2006-2007 financial statements have been prepared in a timely and efficient manner and a budget process for fiscal year 2007-2008 has been initiated. Through fiscal year 2007-2008 the Crown Agency Council will continue to build a positive, proactive liaison with public agencies. We will continue to work with their strengths and provide additional support in all areas of governance, finance and policy.

To ensure that sound financial decisions are made over time, the GN will be starting the transition to a three year financial planning horizon. 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.

The GN has established a treasury function within the Department of Finance. The treasury function will be a key contributor to the overall investment and debt management strategy for the GN. This will allow for better 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.

Like most governments, the GN will execute a conservative investment strategy that will minimize the investment risk of the GN, preserve capital, maintain liquidity and earn reasonably high rates of return subject to the GN Investment Regulations.

A significant cost pressure on the GN is the price of oil. The GN finances a significant proportion of the oil that is consumed in Nunavut, either directly or indirectly, which is consuming a large share of the GN budget. It is estimated that for every 10% increase in the cost of a barrel of oil, the cost to the GN would amount to between \$20 - \$25 million.

Additionally, the GN has adopted a hedging policy in order to utilize financial hedging instruments such as futures and forward contracts, swaps, and exchange-traded options contracts to prudently limit the impact of adverse movement in fuel prices as well as to share in the benefit of favourable movements. The hedging policy, should it be deemed advantageous to the GN to implement, will be executed by the treasury function.

Over 90% of public funds in Nunavut are currently generated from the federal government either in the form of a general grant or from a number of transfers for specific purposes. The balance, own source revenue, is the result of internal efforts to raise funds through specific taxes, such as income taxes, and through general levies for specific services.

The GN's own source revenue will not change significantly in the near term. Both the Federal Expert Panel on Equalization and Territorial Formula Financing (TFF) and the Council of the Federation Advisory Panel on Fiscal Imbalance have clearly stated that Nunavut would require incremental resources to help deliver core programs to its citizens at a reasonable level of service. Additional funds will be required to address Nunavut's four pertinent challenges: geographic, demographic, social, and economic. Incremental funds will have to be devoted to address such issues as low education and health levels, high levels of unemployment, low levels of economic activity, severe housing situation and the need to improve the current state of infrastructure.

The GN is engaged in discussions with the federal government with the aim of seeking enhanced levels of financing and an improved TFF agreement to ensure that Nunavut will have the fiscal capacity to start to close the gap between the current level of public service it can deliver to its citizens and those afforded to other Canadians. As well, an improved TFF will provide the scope to make some strategic investments that are required to further develop Nunavut's economic potential.

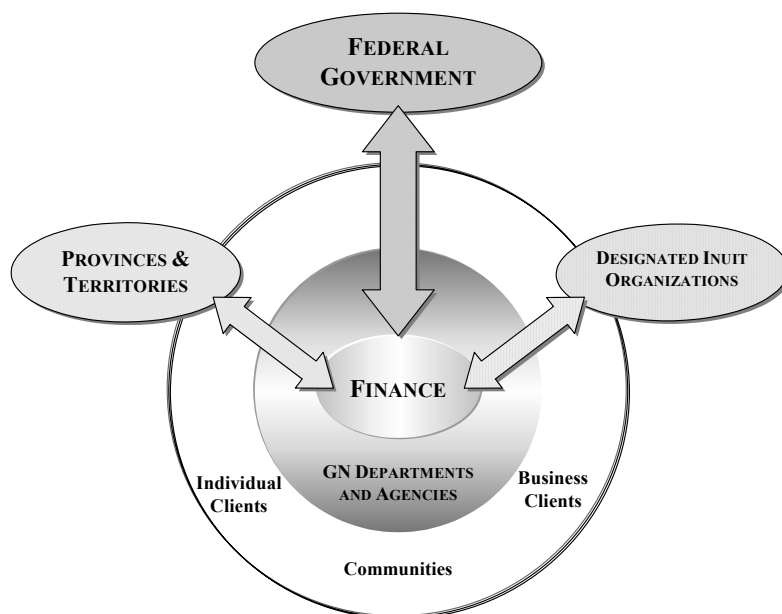
Finance is also working in concert with other departments to pursue a devolution agreement with the federal government with regard to land and sub-surface rights. The federal government still has control of the revenue generated from developed lands in Nunavut. This is not the case in the provincial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

The management of fiscal resources also is linked to the availability of human resources in Nunavut. 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, communities, 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.

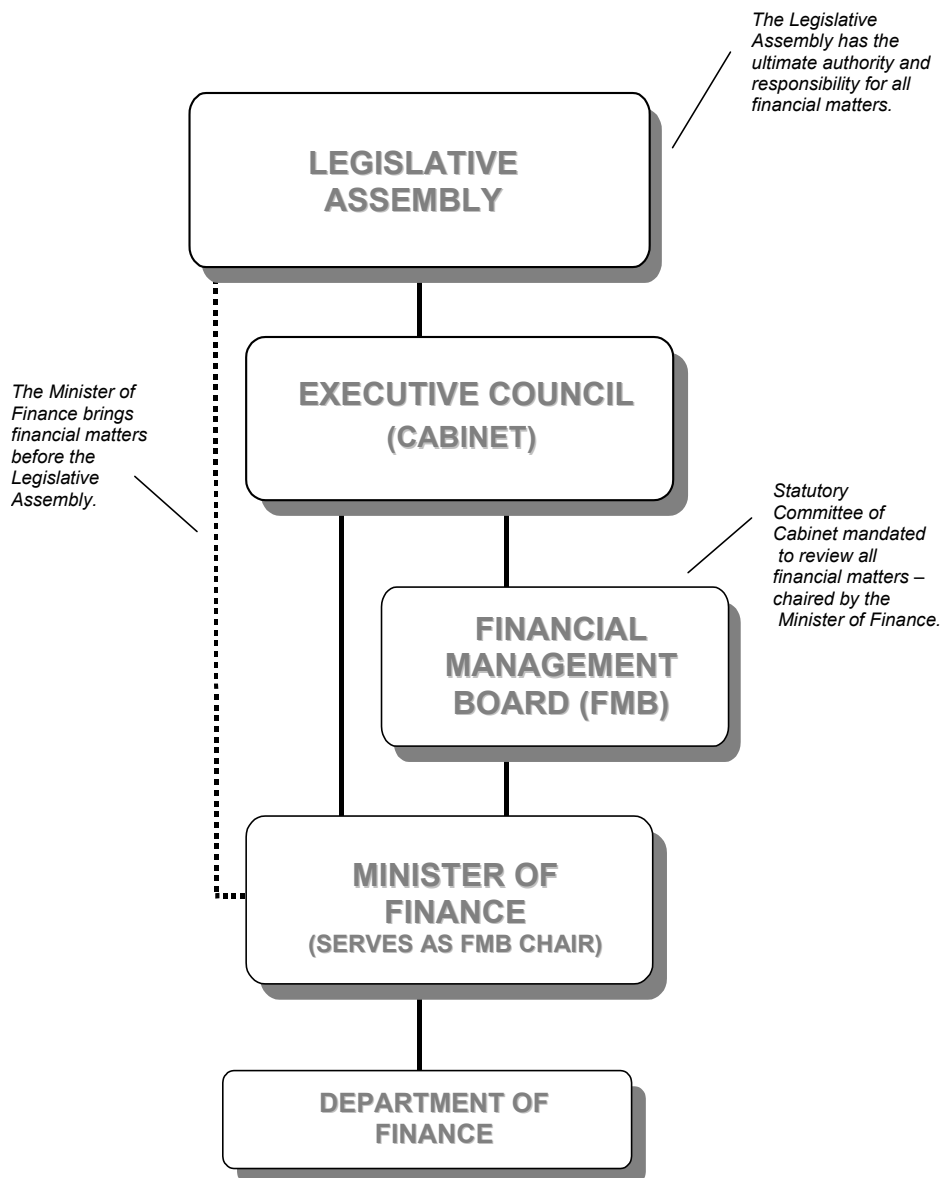
## Critical Issues

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

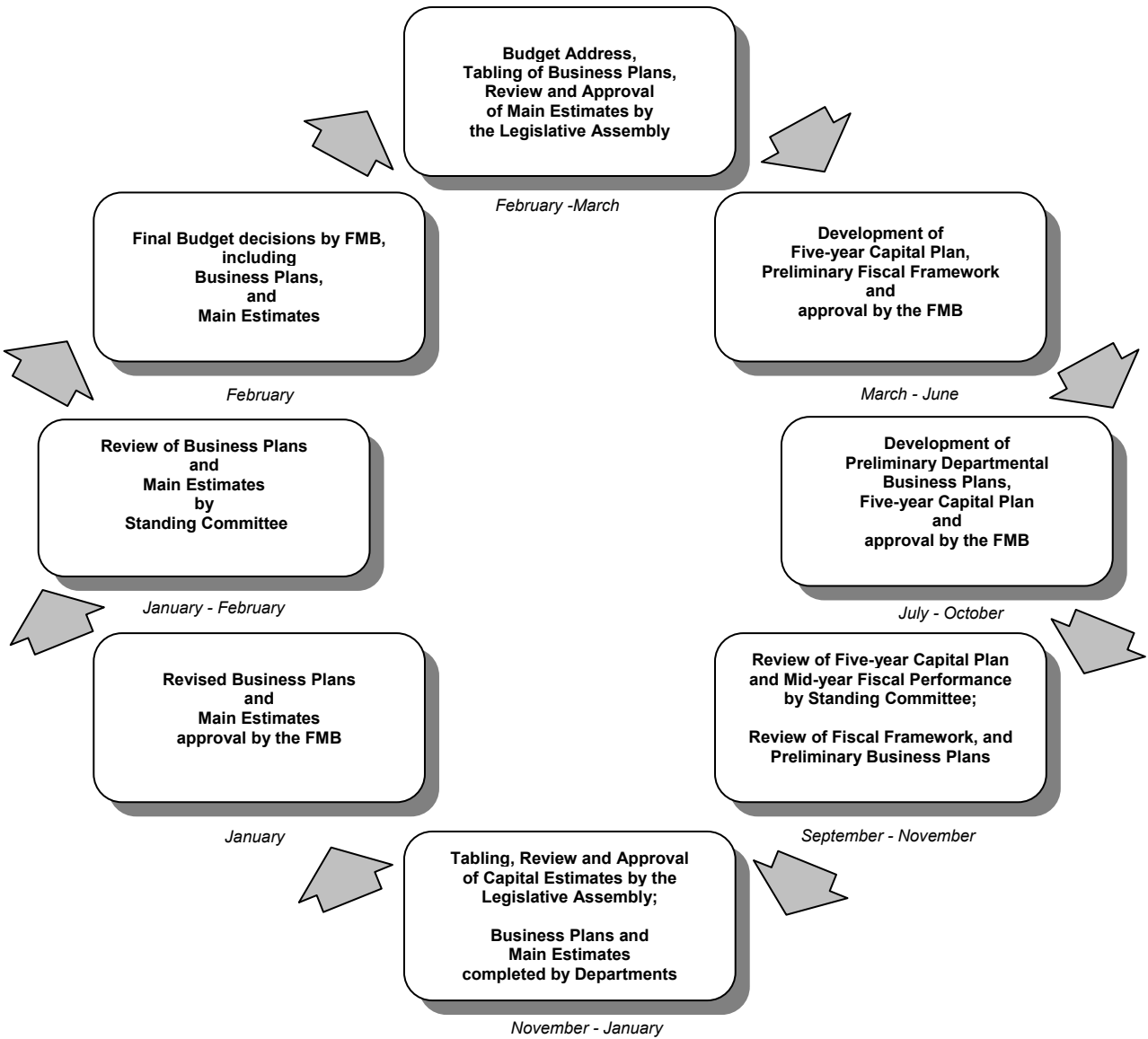
- Finance is implementing an action plan to strengthen financial management across all departments and public agencies.
- A key item in the action plan is to produce timely Public Accounts.
- The department plans to assess the current management accountability framework and its adequacy in assessing management performance in financial management and to develop a practical performance measurement model.
- 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, the Department of Executive and Intergovernmental Affairs (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 10).
- The department will 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.
- 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.
- Increase the role of the Internal Audit Division and continue working closely with the Office of the Auditor General. Our challenge in this area is to recruit and bring up staffing levels.
- Through the Crown Agency Council we will continue to provide support in the areas of governance, finance and policy to public agencies.

**Figure 2: MANAGEMENT OF GOVERNMENT FINANCES**



**Figure3: BUDGET DEVELOPMENT CYCLE**



## CORE BUSINESS

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

	Budget (\$000)	
	2007-2008	2006-2007
Advisory and Administrative	1,596	1,798
Policy and Planning	3,810	3,914
Financial Management	3,154	3,108
Internal Audit Services	1,173	1,192
Comptrollership	12,713	11,239
Centrally Administered Funds	29,751	28,935
<b>TOTAL</b>	<b>52,197</b>	<b>50,186</b>

### Advisory and Administrative

The Advisory and Administrative line of business includes the Directorate program. Directorate provides overall direction in the delivery of Finance's programs.

#### Objectives

- Provide the Minister of Finance and the FMB with support and 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)	2007-2008	2006-2007
<b>Directorate</b>		1,596	1,798
<p>The Directorate 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. The Directorate group includes the Associate Deputy Minister, the Assistant Deputy Minister of Financial Management and the Comptroller General of the Government of Nunavut, as well as executive support staff.</p>			
<b>Total, Advisory and Administrative</b>		<b>1,596</b>	<b>1,798</b>

#### Priorities (2006-2007)

- Improve financial management capacity and operations;
 

**Status:** *The Comptroller General and several other key managerial and senior fiscal advisor positions have been hired. Recruitment will continue as we move forward to fill all available positions.*
- Develop performance measurement standards;

**Status:** *Using the objectives listed in our Business Plan we have established basic performance measurement standards however these will have to be more streamlined to match performance measures with the objectives of each branch.*

**Priorities (2007-2008)**

- Continue with implementation of the action plan for strengthening financial management across departments and public agencies.
- Assess the current management accountability framework and its adequacy in assessing management performance in financial management and develop a practical performance measurement model.

**Policy and Planning**

The Policy and Planning line of business includes Corporate Services, Corporate Policy, and Fiscal Policy programs. Policy and Planning provides administrative and human resource management, provides policy support to 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 with respect to Nunavut's public agencies.

**Objectives**

- 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.
- 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.
- Monitor the performance of the economy.
- Provide macroeconomic analysis and planning capacity.
- Provide support for devolution negotiations.
- The treasury function manages and administers the cash resources, borrowing programs, and all investment and debt management activities of the government.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Corporate Services</b>		1,983	2,338
Corporate Services provides financial and administrative services to the Department of Finance. This program includes human resource support, planning, and evaluation; Department of Finance 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.			
<b>Fiscal Policy</b>		948	1,014
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 also provides advice on fiscal policy issues taking effectiveness, efficiency and affordability into consideration. The treasury function enables the GN to improve its cash management and its ability to project cash flows; generate revenue from investment of surplus cash; and minimize borrowing levels and interest expenses through better debt management.

**Corporate Policy/Crown Agency Council** 879 562

Corporate Policy/Crown Agency Council provides departmental, public agency and Ministerial support through a dual role of assuming the responsibility for financial policy development and support to the CAC. Corporate policy also assumes the lead role, in association with the Deputy Minister, in liaison with the Minister's office. For the CAC, it acts as Secretariat, as well as an operational role with respect to liaison with, and provision of assistance to, public agencies in Nunavut.

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**Total, Policy and Planning** 3,810 3,914

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**Priorities (2006-2007)**

- Hire new interns into paraprofessional or professional training positions;  
**Status:** *Two interns have been placed and three others are currently being recruited.*
- Implement a formal evaluation process based on operational objectives for each position;  
**Status:** *An evaluation process has been implemented.*
- Work with our IQ Coordinator to continue the role of implementing the usage of Inuktitut phrases in the work place;  
**Status:** *An Inuktitut word or phrase is being displayed weekly including the spelling and meaning. All employees have their name and title translated and displayed in Nunavut's official languages. As well, all signage reflects the official languages.*
- Continue discussions with Algonquin College about establishing an agreement to run an accounting diploma here in Nunavut;  
**Status:** *Discussions are ongoing.*
- Work with the Certified General Accountants' Association (CGA) of Canada to have them support advanced accounting training in Nunavut;  
**Status:** *Support from CGA has been established however cost is a barrier.*
- Continue working with the Aboriginal Finance Officers Association (AFOA) to establish a Chapter in Nunavut;  
**Status:** *The establishment of a chapter is still being pursued.*
- Create a comprehensive training and development strategy for accounting training in Nunavut;  
**Status:** *Complete.*
- Conduct at least one culturally interactive workshop on the land;  
**Status:** *Two cultural outings were delivered during this fiscal year.*
- 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;



**Status:** Complete. Revised policies will be introduced during 2007-2008.

- 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 2006-2007 fiscal year and beyond;

**Status:** Completed evaluation and analysis of the Expert Panel recommendations with respect to Territorial Formula Financing.

- Monitor the work of the Council of the Federation Advisory Panel on Fiscal Imbalance;

**Status:** Completed analysis of Council of Federations Advisory Panel on Fiscal Imbalance recommendations with respect to Territorial Formula Financing.

### **Priorities (2007-2008)**

- Resume negotiations with Algonquin College to run an Accounting Diploma Program in Nunavut;
- Work with the Certified General Accountants' Association of Canada to have them support advanced accounting training in Nunavut;
- Pursue the recruitment of board members to establish an AFOA chapter in Nunavut;
- Continue work with the Department of Human Resources to implement the comprehensive training and development strategy for accounting training in Nunavut;
- Through the newly formed IQ Committee, implement the guiding principles of IQ within the department;
- Co-ordinate departmental and Public Agency input into 2007-2008 GN Budget;
- Provide accurate revenue projections for the GN;
- Monitor performance of the economy and provide the GN with a semi-annual economic outlook for the territory;
- Invest GN surplus cash as per the GN Investment Policy;
- Provide the GN accurate debt projections on a quarterly basis;
- Reach an adequate TFF agreement with the Government of Canada;
- Provide support on all financial aspects of devolution;
- Continue to assist in the growth and maturity of public agencies in the territory through CAC.

## **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, manages the annual budget development process, manages the territorial tax system, provides tax policy advice, manages the risk management function, controls the Nunavut Liquor Commission 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 (Nunavut)* 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 (Nunavut)* and Regulations.
- Advise the Minister on all matters of policy, education, legislation and administration related to liquor licensing and enforcement as prescribed in the *Liquor Act (Nunavut)*.
- Develop strategies and approaches to build and maintain the capacity within the organization necessary to meet the needs of clients most effectively.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Expenditure Management</b>		1,278	1,286
Expenditure Management 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 public agencies.			
<b>Taxation and Risk Management</b>		1,320	1,279
Taxation and Risk Management administers the taxation system for the Territory in addition to being responsible for the risk management and insurance activities of the Government of Nunavut. The taxation program develops and implements policy and legislation covering all aspects of taxation within the territory. It also collects tax revenues from registrants, follows up with taxpayers to ensure compliance and best practices, and co-manages the Nunavut Child Tax Benefit Program.			
Risk management has the responsibility to develop plans and tools to effectively manage risk within the GN and its public agencies. One component of this is the property and liability insurance coverage for GN assets and employees. Another component is risk management planning, which is currently under development and will reinforce the most important component of risk management, loss prevention.			
<b>Liquor Enforcement and Inspections</b>		363	282
Liquor Enforcement and Inspections is responsible for the enforcement of the <i>Liquor Act (Nunavut)</i> and its regulations through inspections of licensed liquor establishments and special occasions involving alcohol. It acts as the Nunavut Liquor Licensing Board's Executive Secretary and also provides other administrative support and services to it. The program is responsible for the implementation of the Nunavut Liquor Licensing Board's decisions and directives.			
<b>Nunavut Liquor Licensing Board</b>		193	261
Nunavut Liquor Licensing Board (NLLB) is established under Part 1, Section 3(1) of the <i>Liquor Act (Nunavut)</i> . It is a tribunal that has the general responsibility to control the conduct of liquor license holders, the management of equipment in licensed premises, and to set conditions under which liquor may be sold or consumed on licensed premises.			

**Nunavut Liquor Commission**

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The Nunavut Liquor Commission is established by the Minister responsible under Part 2, Section 56(2) of the *Liquor Act (Nunavut)*. Acting under the direction of the Minister, Section 56(3), the Commission is responsible for the purchase, warehousing, and distribution of all alcohol products in the Territory of Nunavut.

**Total, Financial Management****3,154****3,108****Priorities (2006-2007)**

- Review the existing Business Planning process, with a view to changing the process from a single-year to a multi-year approach;

**Status:** *The business planning process continues to be reviewed for implementation of a multi-year approach. Full implementation will require further research to determine the most appropriate approach to utilize.*

- Review and strengthen the existing variance reporting process by incorporating person-year usage information;

**Status:** *The variance reporting process now includes the details on departmental person-year usage.*

- Continue to research the work required to implement an accrual-based budgeting system and develop an implementation work plan;

**Status:** *Accrual-based budgeting, on a non-consolidated basis, will be implemented in the development of the 2007-2008 Main Estimates. Accrual-based budgeting, on a fully consolidated basis, is targeted for implementation in 2008-2009.*

- Develop the 2007-2008 capital plan, using the new approach to capital planning;

**Status:** *The 2007-2008 capital plan has been developed utilizing the new approach to capital planning.*

- Continue to deliver workshops to GN departments on budget development and FMB processes;

**Status:** *The Division delivered a training workshop in Cape Dorset for the Department of Community and Government Services. Future training and development workshops will be delivered when capacity issues have been resolved.*

- Continue to develop and implement the risk management plan for the Department of Finance;

- **Status:** *Implementation started in the spring of 2005 and we are now into the second year of operation.*

- Develop a final recommendation for a government-wide risk financing plan;

**Status:** *We have investigated the feasibility of self-insurance with private sector entities but concluded that this approach was not viable. Currently we are working with the Office of the Auditor General (OAG) to develop additional options that would be appropriate from their perspective.*

- Continue to improve taxation enforcement and compliance activities;

**Status:** We have initiated collections payroll deductions, payment transfers from vendors and sent out demand letters for payment. Penalties and interest for non-compliance have been issued. We are actively coordinating our registration efforts with information from the Nunavut Gazette and the WCB listing. We will commence desk auditing to ensure that taxpayers are complying with the tax acts.

- Develop recommendations to implement a progressive taxation regime that will promote economic development and the well-being of Nunavummiut;
- **Status:** A Fuel Tax Rebate program was initiated this year to provide relief for several economic sectors. Additional tax measures will be explored in the fall of 2006 for the 2007 territorial budget.

- Continue to work with interdepartmental committees to promote good loss prevention and risk management practices;

**Status:** Efforts are ongoing with the Facilities Risk Management Committee.

- Continue staff professional development;

**Status:** Staff has undertaken courses in risk management and insurance, information technology, public administration, and Inuktitut.

- Upgrade and modernize existing facilities to accommodate the growing demands of the liquor market;

**Status:** A technical and needs assessment study has been requested with the Department of Community and Government Services on the capacity and adequacy of the warehouses.

- Rewrite the Liquor Act (Nunavut) and Regulations;

**Status:** Initial amendments were completed with Bill 7. A full comprehensive review is planned for the future.

- Educate the Alcohol Education Committees as to their roles and responsibilities;

**Status:** This is ongoing. Nunavut Liquor Management has been in contact with all the Alcohol Education Committees and has adopted a uniformed procedure for the territory when ordering alcohol. Recently, a client liaison officer was hired to work with the Alcohol Education Committees.

- Educate the Liquor Licensing Board in regards to the Liquor Act (Nunavut), their roles and responsibilities and their financial responsibilities;

**Status:** A newly appointed Nunavut Liquor Licensing Board was put in place early in 2006. The members attended an orientation meeting in Iqaluit where materials and presentations were given.

### **Priorities (2007-2008)**

- Review the existing Business Plan process for implementation of the following changes:
  - a multi-year approach;
  - a GN-wide plan;
  - the inclusion of performance measurement;
- Strengthen the existing variance reporting process by providing more detailed financial information to decision makers;

- Finalize the implementation process for accrual-based budgeting on a fully consolidated basis for 2008-2009;
- Develop an Expenditure Management Handbook that will include all budget development processes and will be used as a training and development tool;
- Identify and develop a pilot project for the implementation of the Enterprise Risk Management planning process in other departments;
- Continue efforts to build a government-wide risk financing plan with the assistance of the OAG;
- Have the Risk Management Policy Statement adopted by Cabinet in the fall of 2007;
- Continue to improve computerized tax revenue systems;
- Build on the foundation of trust and expertise in the delivery of violations under the *Liquor Act (Nunavut)*;
- Hold a workshop with licensees to ensure they understand their duties and responsibilities under the *Liquor Act (Nunavut)* and Regulations;
- Improve and strengthen the purchasing function in order to address issues concerning quality, the increase in demand, and customer satisfaction;
- Develop how-to manuals for Alcohol Education Committees in communities and ensure better communication and coordination with staff and Nunavut Liquor Management;
- Improve interaction and communication with Licensees on the *Liquor Act (Nunavut)* with an aim to reduce issues and violations.

## Internal Audit Services

The Internal Audit Services line of business provides the departments and agencies of the GN with independent audit and consulting activities.

### Objectives

- Provide audit and consulting support for GN departments and agencies, prioritized by highest risk and vulnerability.
- Formulate and implement an Annual Audit Plan.
- Support GN departments in correcting audit issues raised by the OAG.

Program	Budget (\$000)	2007-2008	2006-2007
<b>Internal Audit Services</b>		1,173	1,192
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. 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>1,173</b>	<b>1,192</b>

### Priorities (2006-2007)

- Train and develop staff;  
**Status:** *Staff development was provided through participation in distance courses as well as internal workshops.*
- Raise the profile of IAS in the regions and provide greater support to regional management, by conducting more regional audits;  
**Status:** *A reasonably strong presence has been established in all regions, advising senior managers of the role of IAS and our availability as part of the GN's control framework.*
- Conduct compliance audits;  
**Status:** *As at August 2006 twelve compliance audits have been conducted as part of the annual audit plan, including audits recommended by the OAG. Reports of findings and recommendations have been issued.*
- Respond to client-initiated, audit-related enquiries from GN departments;  
**Status:** *These activities become part of the amended audit plan, and include value added consultant work pertaining to major new GN Projects.*
- Conduct forensic investigation, and conflict of interest audits;  
**Status:** *As at August 2006 five forensic investigation reports and one conflict of interest audit have been issued.*
- Assist Qulliq Energy Corporation (QEC) in their in-house audit program;  
**Status:** *During the past fiscal year QEC had its own internal audit staff. Internal Audit Services will follow up on this priority before end of this fiscal year.*
- Monitor GN action plan response to OAG recommendations;  
**Status:** *This is an ongoing priority.*
- Facilitate the operation of the Internal Audit Committee;  
**Status:** *Meetings with the Internal Audit Committee have been held quarterly.*
- 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;  
**Status:** *IAS encourages continuous communication with clients during the progress of audits and in responding to client initiated enquires. This communication has been prevalent in many of our reports.*

### Priorities (2007-2008)

- Develop a long range internal audit plan set on risk-based auditing connected to the risk profile of the GN and public agencies in Nunavut;
- Increase audit time at the regional centres;
- Encourage more frequent communication between the GN and the OAG;
- Closely monitor OAG's reports to the Legislative Assembly and implement its recommendations in the internal audit plan;

- Implement audit software to increase efficiency and effectiveness and conduct associated training;
- Evaluate our reporting structure, including independence of the Internal Audit Committee as recommended by the OAG.

## Comptrollership

The Comptrollership line of business includes Accounting Policy and Financial Systems Management, Financial Reporting and Controls, Financial Operations, Compensation and Benefits, and Regional Operations. 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, financial information systems, related processes, and provide accounting and financial operations support services to GN departments and public agencies.
- Prepare annual Public Accounts through consolidation of departmental and public agencies financial statements.
- Develop, maintain and monitor accounting policies included in the Financial Administration Manual (FAM), and supporting procedures manuals for financial administration and systems.
- Provide compensation and benefits services, and address pension administration issues.

Programs	Budget (\$000)	2007-2008	2006-2007
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<b>Accounting Policy and Financial Systems Management</b>		2,909	1,829
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Accounting Policy and Financial Systems Management develops and maintains central accounting and financial systems, financial administration and accounting policies and procedures to meet the operational needs of management and to conform to statutory and regulatory requirements.

It serves as the key information resource and response mechanism on financial legislation, policies, directives and procedures, and provides orientation and structured FAM and related financial procedures training to government departments and public agencies.

The branch is responsible for the development, implementation and management of the government's principal accounting systems and financial applications in the processing and recording of revenues and expenditures as well as financial reporting. These systems include: FreeBalance, Personality 2000 (P2K), Visa Access Direct, Purchasing Card System, Crystal Reporting, User Defined Report systems and other financial software as required.

<b>Financial Reporting and Controls</b>		1,749	1,593
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Financial Reporting and Controls has the responsibility for government-wide maintenance of internal accounting controls and ensuring the accuracy, compliance and confidentiality of accounting records. This program is accountable for the preparation and publication of the annual Public Accounts, as required in the *FAA*, and providing accurate and timely financial reports and information on the government's financial position and operational results. It serves as the principal liaison between the government and the OAG for the annual financial audit of the Public Accounts.

**Financial Operations** 1,683      1,314

Financial Operations provides leadership to GN departments and agencies for accounting support services, ensuring the accuracy, compliance and confidentiality of accounting records and for the provision of related training and support to ensure that all public funds are being appropriately expended, collected and recorded.

This program manages the accounts payable and receivable functions and is responsible for the disbursements under the Consolidated Revenue Fund. Financial Operations also manages the expenditure voucher processing and payment accounting functions.

**Compensation and Benefits** 1,916      1,808

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. It has the responsibility for managing the government's payroll system in conjunction with Financial Systems Management. Compensation and Benefits also addresses compensation and pension administration issues.

**Regional Financial Services** 4,456      4,695

Regional Financial Services manages accounts payable, accounts receivable, collection activities, account reconciliation, and the payroll and benefit services to the Government of Nunavut's decentralized offices located in the three regions outside of Iqaluit.

The program also performs compliance reviews, special reviews, regional user training and provides ongoing support services and consultation to line departments or public agencies located in the regions.

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**Total, Comptrollership** **12,713      11,239**

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**Priorities (2006-2007)**

- Introduce a plan for quarterly financial reporting to commence some time in 2006-2007 in order to reduce the workload and issues at year-end for future fiscal years;  
**Status:** *Planning has commenced for this process.*
- Set up a comprehensive plan for the implementation of the FMB approved recommendations from GN Financial Structures Review;  
**Status:** *A comprehensive plan has been initiated and is being monitored closely by Finance, with regular status updates provided to the Internal Audit Committee.*
- 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;  
**Status:** *Training and information workshops are provided in consultation with departments and public agencies to target and address specific needs.*
- Continue with development of an accounting procedures manual;  
**Status:** *A detailed workplan for redevelopment of the FAM policy directives and all required supporting procedure manuals has been approved and is targeted for completion by March 31, 2008.*



### Priorities (2007-2008)

- Develop a comprehensive plan to review the financial signing authorities across the government, establish standards to meet the *FAA* and *FAM* requirements, and train accounting and expenditure officers in the understanding of signing authorities;
- Develop a plan to facilitate payment to vendors through EFT (Electronic Fund Transfer) or direct deposit to their bank accounts;
- Enhance GN financial reporting processes to improve the completeness and timeliness of both the non-consolidated and consolidated financial statements to allow consistent tabling of the Public Accounts by December 31 or earlier;
- Complete a review and analysis of GN financial systems for all departments and public agencies and recommend appropriate enhancements with supporting business cases;
- Update and close the gaps of the *FAM* and develop a financial administration procedures manual;
- Continue to develop the payroll and human resource system of P2K and implement the self-service module;
- Continue to research the potential to establish regionalized centres of expertise for the processing of financial transactions as recommended in the OAG's 2005 Report and in the Review of GN Financial Structures Report dated April 2006.

### 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.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Employee Benefits</b>		9,731	9,731
Employee Benefits 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
Commercial Lease provides the payments for the Government of Nunavut's leased office buildings, acquired as part of the Nunavut Incremental Infrastructure program and the mortgage interest payments for the Sivummut Building.			
<b>Insurance</b>		3,430	2,970
Insurance, which provides liability insurance coverage for Government of Nunavut activities and assets, is a component of the Government of Nunavut's risk management function.			

<b>Energy Subsidies and Contributions</b>	6,139	5,783
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Energy Subsidies and Contributions 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 businesses.

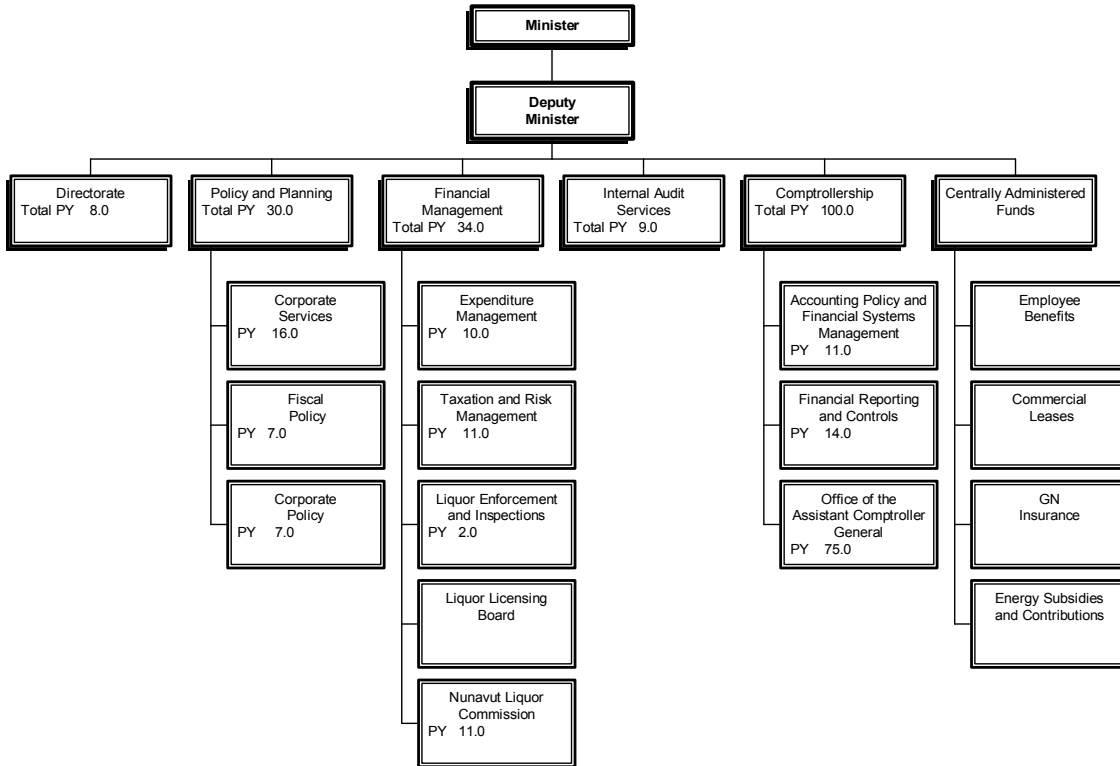
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<b>Total, Centrally Administered Funds</b>	<b>29,751</b>	<b>28,935</b>
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# APPENDIX I: Accounting Structure and Financial Summary

## Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	170.0
Vote 4/5 PYs	-
Revolving Fund PYs	11.0
<b>TOTAL PYs</b>	<b>181.0</b>

## Departmental Roles

Finance has a budget of \$52.2 million dollars and 181 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 overall 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 FMB.

Key functions:

- Provide overall 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 and fiscal updates;

- 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 (Nunavut)* 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 (Nunavut)*, 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 analysis and recommendations and clarifying the financial and economic implications of any 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 (Nunavut)* and Regulations;

## Department of Finance

- 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 (Nunavut)* 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 (Nunavut)*.

### 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 Public Accounts. The branch provides an accountability management framework that supports government mandates and ensures that effective policies governing regulatory functions are in place.

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 agencies;
- Manage and monitor the government's principal accounting processes and financial application systems across the territory in the processing and recording of revenues and expenditures as well as financial reporting;
- 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	2007 - 2008 Main Estimates		2006 - 2007 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	1,125	8.0	1,165	9.0
Grants & Contributions	-		-	
Other O&M	471		633	
<b>Subtotal</b>	<b>1,596</b>		<b>1,798</b>	
<b>POLICY AND PLANNING</b>				
Salary	3,184	30.0	3,450	33.0
Grants & Contributions	-		-	
Other O&M	626		464	
<b>Subtotal</b>	<b>3,810</b>		<b>3,914</b>	
<b>FINANCIAL MANAGEMENT</b>				
Salary	2,533	34.0	2,528	34.0
Grants & Contributions	-		-	
Other O&M	621		580	
<b>Subtotal</b>	<b>3,154</b>		<b>3,108</b>	
<b>INTERNAL AUDIT SERVICES</b>				
Salary	1,022	9.0	1,058	9.0
Grants & Contributions	-		-	
Other O&M	151		134	
<b>Subtotal</b>	<b>1,173</b>		<b>1,192</b>	
<b>COMPTROLLERSHIP</b>				
Salary	10,023	100.0	9,869	101.0
Grants & Contributions	-		-	
Other O&M	2,690		1,370	
<b>Subtotal</b>	<b>12,713</b>		<b>11,239</b>	
<b>CENTRALLY ADMINISTERED FUNDS</b>				
Salary	3,331	-	3,331	-
Grants & Contributions	6,139		5,783	
Other O&M	20,281		19,821	
<b>Subtotal</b>	<b>29,751</b>		<b>28,935</b>	
<b>TOTAL</b>	<b>52,197</b>	<b>181.0</b>	<b>50,186</b>	<b>186.0</b>



**Department of  
Human  
Resources**

**Business  
Plan  
*2007-2008***

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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 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 2007-2008 Business Plan builds on the department's accomplishments over the past years while responding to priorities identified in *Pinasuaqtavut*. The department will 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* (NLCA), as well as the legislative authority of the *Nunavut Public Service Act*.

### Our Vision

*A responsive & representative public service committed to providing Nunavummiut with the highest quality programs and services consistent with Inuit societal values that conform to the principles of Inuit Qaujimajatuqangit (IQ).*

### Our Principles and Values

#### 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.

#### Our Values

- Accountability

- Commitment
- Confidentiality
- Integrity
- Respect

## **Language Services**

The Department of Human Resources has taken steps to enhance the delivery of language services. Bilingual staff is 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.

A major initiative being undertaken by the Department of Human Resources, in partnership with Nunavut Artic College (NAC), is the Inuktitut/Inuinnaqtun language training. This initiative provides basic language courses for GN employees, focusing on second language training, and has been offered to employees since 2000-2001. The need for increased and consistent programming was identified, particularly for first-language learners, and the Department of Human Resources has been working with NAC and the Department of Culture, Language, Elders, and Youth (CLEY) to expand the language training program and to develop new training curriculum, materials, and resources.

Additional funding has been secured for the 2006-2007 Inuktitut/Inuinnaqtun Language Training program budget. The Department of Human Resources is also consulting with and contributing to the Department of Executive and Intergovernmental Affairs Deputy Minister Language Training Initiative.

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, correspondences, and forms.

During 2007-2008, 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
- Signature Blocks
- Departmental Website
- Departmental Intranet Site
- Internal signs
- Staff listings
- Letterhead
- Business Cards
- Job ads
- Language profiles
- Forms

## **STRATEGIC COMMITMENT TO PINASUAQTAVUT**

### **Inuit Qaujimagatuqangit**

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. A departmental IQ committee is being re-established with a more strategic mandate to review policy and provide input to departments.

The Inuit Employment Planning 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 provided through the Employee and Family 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 continue to be provided.

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, Harassment Prevention, and Standard First Aid and CPR courses. The department will continue to train investigators, advise on the workplace harassment policy, and provide workshops to educate employees on workshops.

### **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 will continue to update Inuit Employment Plans and departmental initiatives. The fundamental elements of the Inuit Employment Plan were set out in *Article 23* of the *NLCA*. The Plan establishes defined targets and timelines for reaching an achievable level of beneficiary representation in the public service over the next 5 years. Government departments, including the Department of Human Resources, are presently reviewing the Plan to identify priorities and GN-wide initiatives, taking into consideration the challenges of current funding.

Through effective and efficient human resource development and management, the GN is committed to developing a competent and qualified public service that is representative of the public

it serves. 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 Planning division, continues to monitor and assist GN departments in meeting beneficiary employment goals. The GN and NTI continue to meet as 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.

The legislative proposal for the revision of the *Public Service Act* was approved by Cabinet Committee on Legislation in June, 2006. Consultations are planned for winter of 2007. The proposed changes will reflect the current Nunavut reality and its future priorities. Cabinet has approved, in principle, the *Human Resources Manual*, which has been posted on the GN web page. The *Manual* will continue to be enhanced and maintained to reflect current practices. The *Management and Excluded Handbook* updates have been revised and posted on the GN web page. These manuals will provide a common understanding of policies and ensure fair treatment of GN employees. This approach will form the basis for all future policy development.

In support of the goals of *Article 23* of the *NLCA*, priority consideration is given to beneficiary candidates in the hiring process. In order to achieve this objective, various steps are taken and new initiatives are introduced. Beneficiaries are encouraged to apply and given higher priority in the employment of permanent employees, casual employees, and summer students. A review of the Priority Hiring Policy was completed in October 2005. Cabinet approved the extension of the policy to 2009, with an interim review to be conducted in 2007.

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

The Department of Human Resources is committed to developing effective programs that support the training and development of employees in communities throughout Nunavut. As a result of partnerships established with various GN departments and other organizations, training opportunities in communities are increasing. Programs are also 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 positions.

The department is piloting a project with the Nunavut Skills Development Data Base (Employment) to improve accessibility to casual employment opportunities for residents of Nunavut in their respective communities.

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

The department continues to improve the content of existing programs and to expand the number of programs offered across the GN in areas such as cultural, employee, and management 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 services, human resource management, program management, and leadership).

In consultation with GN departments and agencies, HR will be developing and implementing a GN-wide performance management program that is reflective of Inuit Qaujimajatuqangit principles and emphasizes the importance of communication, coaching, and continuing learning in the workplace. A major component of the program will be training workshops for GN managers in such areas as setting work objectives, developing work plans, coaching, conducting effective performance reviews and performance appraisals. In 2005-2006, the Department of Human Resources created and staffed a position dedicated to performance management and preliminary work on a new performance appraisal process began.

## INUIT EMPLOYMENT PLAN

Under the *Nunavut Land Claims Agreement* (NLCA), 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 2007-2008.

### 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, 2006, the department's Inuit representation is at 46%. For 2007-2008, the department's plan is to increase the representation to 57%. 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>1</sup>	As of March 31, 2006		Target for 2007-2008	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>80</b>		<b>78</b>	
Total Filled Positions	67	84	77	99
Total Vacancies	13	16	1	1
Total Beneficiaries	31	46	44	57
<b>Total Executive Positions</b>	<b>2</b>		<b>2</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>11</b>		<b>10</b>	
Total Filled Senior Management Positions	11	100	10	100
Total Vacant Senior Management Positions	0	0	0	0
Total Beneficiaries in Senior Management Positions	4	36	5	50

<sup>1</sup> This number reflects all funded positions within the Department of Human Resources, less the 16 Intern positions assigned across the departments.

Inuit Employment Representation <sup>1</sup>	As of March 31, 2006		Target for 2007-2008	
	Number #	Capacity %	Number #	Capacity %
<b>Total Middle Management Positions</b>	<b>2</b>		<b>2</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	0	0
<b>Total Professional Positions</b>	<b>6</b>		<b>7</b>	
Total Filled Professional Positions	6	100	7	100
Total Vacant Professional Positions	0	0	0	0
Total Beneficiaries in Professional Positions	0	0	1	14
<b>Total Paraprofessional Positions</b>	<b>46</b>		<b>44</b>	
Total Filled Paraprofessional Positions	34	74	44	100
Total Vacant Paraprofessional Positions	12	26	0	0
Total Beneficiaries in Paraprofessional Positions	15	44	25	57
<b>Total Administrative Support Positions</b>	<b>13</b>		<b>13</b>	
Total Filled Administrative Support Positions	12	92	13	100
Total Vacant Administrative Support Positions	1	8	0	0
Total Beneficiaries in Administrative Support Positions	11	92	12	92

## 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; and
- Redesigning jobs to accommodate beneficiary employment.

## 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>2</sup> Nunavut has the youngest population in Canada with a median age of 22.1 years. 54.5% of Nunavummiut are under 25 years of age, compared to 32.4% for the rest of Canada<sup>3</sup>.

### Socio-Economic Factors

Although the labour force participation rate and employment rate have increased over the last decade, Inuit are less likely to be in the labour force in Nunavut with a participation rate of 56.8% versus 93.7% for non-Inuit<sup>4</sup>. This is a considerable drop from 70.6% Inuit participation and a shift increase to 94.2% of non-Inuit participation reflected in the 2001 Census.

Nunavummiut have lower levels of formal education than residents of other jurisdictions. 34.5% percent of residents possess some form of post secondary education, with almost 8% percent possessing university degrees<sup>5</sup>.

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

The GN is obligated under *Article 23* of the *NLCA* 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 48% as of March 31, 2006. While 37% of GN positions are in Iqaluit, the majority, 63%, are in the communities. Representation of beneficiaries in Iqaluit has increased to 34%, while the communities range between 34% and 100% Inuit representation.

As of March 31, 2006, 1388 Inuit beneficiaries were employed by the GN compared with 220 in June 1999 – a net increase of 1168 beneficiaries. Furthermore, in the 2005-2006 fiscal year, beneficiaries represented only 33% of the total number of applicants, but constituted 57% of new hires (289 out of 508). This is an increase of 19% in the number of beneficiary applicants.

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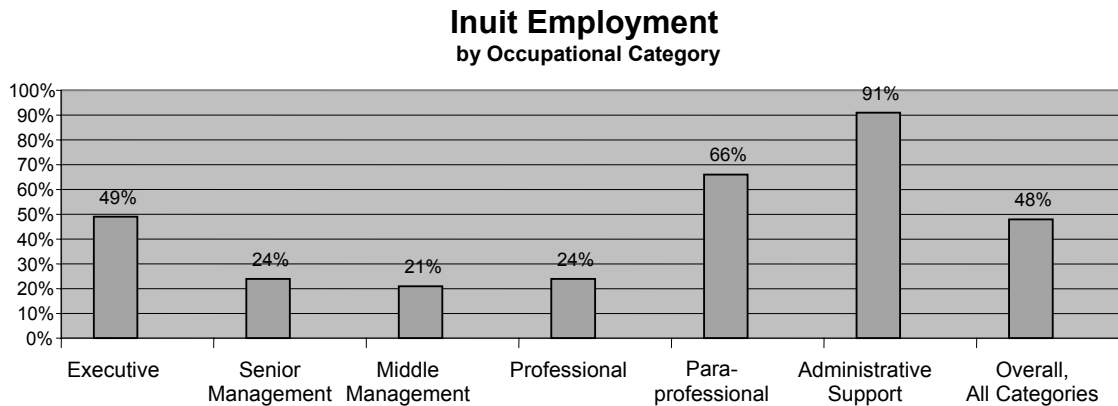
<sup>2</sup> Nunavut Bureau of Statistics, July 2004.

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

<sup>4</sup> Labour Force Survey." Nunavut Bureau of Statistics, July 2006.

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

<sup>6</sup> Towards a Representative Public Service, GN Department of Human Resources, March 31, 2006.



Source: Department of Human Resources, Government of Nunavut, 2006

## Staffing Capacity

The total number of positions in the GN workforce has increased from 1210 in June 1999 to 3428 in March 2006<sup>7</sup>. The total number of employees has increased from 508 in June 1999 to 2867 in March 2006<sup>8</sup>. Staffing capacity increased from 42% in June 1999 to 84% in March 2006<sup>9</sup>. While this is still lower than other public sector jurisdictions, the achievements over the past seven years have been significant. In March 2006, the Paraprofessional category had the lowest staffing capacity among all employee groups at 80%, followed by the Administration group at 84%.

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

During the 2005-2006 fiscal year, the Department of Human Resources received 9382 applications for 761 job competitions advertised. This reflects a 35% decrease in applications compared with a 19% increase in jobs advertised. A major contributor to the decrease in applicants was that the Department of Human Resources stopped advertising on Monster.ca, which was generating large amounts of unqualified applicants. This number does not include teaching and health care positions, nor does it include direct appointments or transfer assignments. Of the positions advertised, 67% were filled compared with 71% in 2004-2005.

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

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

<sup>7</sup> Towards a Representative Public Service, March 31, 2006; GN Department of Human Resources, June 30, 2005.

<sup>8</sup> GN Inuit Employment Plan, May 1999; Towards a Representative Public Service, March 31, 2006.

<sup>9</sup> Towards a Representative Public Service, March 31, 2006; GN Department of Human Resources, June 30, 2005.

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

## Retention<sup>11</sup>

The retention rate for indeterminate and term employees increased to 84% at March 2006, an increase from 82% in 2005.

The percentage of employees who had less than one year of service with the GN increased from 15% in 2005 to 20% in 2006. In 2005, 24% of GN employees had less than two years service with the GN compared with 31% in 2006. The number of employees who have remained with the GN for more than three years has decreased slightly with 43% of employees having between three and ten years of employment with the GN in 2005 compared with 42% in 2006. 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.

## 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 2007-2008 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 from a recruitment and retention perspective.
- Recruitment of qualified candidates across Canada is currently extremely competitive among employers. Specific occupational sectors particularly affected by this demand include engineering, financial, and information technology.
- Career planning 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, but will be difficult to implement due to limited budget and financial constraints.
- 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.
- Guidelines and policies need to be developed with respect to ATIPP privacy issues such as distribution of electronic data (P2K) and appropriate authority for information requests.
- There is an increased need for a communication strategy to increase public awareness of HR programs and services.
- Implementation of Leave and Attendance modules (Human Resource Information Payroll System) will require significant resources.
- Limited capacity of GN to accommodate e-learning and technological applications.
- Limited training expertise and services available within Nunavut to address GN training requirements.

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<sup>11</sup> Payroll Information from Human Information Payroll System at March 31, 2005 and March 31, 2006. GN, Department of Human Resources; Towards a Representative Government, March 31, 2005.

## CORE BUSINESS

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

	Budget (\$000)	
	2007-2008	2006-2007
Advisory and Administrative Services	4,971	4,998
Inuit Employment Planning	722	723
Recruitment and Staffing	5,081	5,084
Job Evaluation	809	807
Training and Development	4,733	4,659
Employee Relations	1,703	1,748
<b>TOTAL</b>	<b>18,019</b>	<b>18,019</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.

Programs	Budget (\$000)	2007-2008	2006-2007
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#### Management of Departmental Operations

341

340

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

2,773

2,775

The Community Operations division is responsible for the delivery of departmental programs and services in the Qikiqtaaluk, Kivalliq, and Kitikmeot regions. It provides staffing and recruitment services, relocation 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** 620 723

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** 1,237 1,160

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; contract advisory services; human resource planning and career development for departmental staff; departmental Inuit employment leadership and planning; website development and maintenance; developing, installing, and maintaining the human resources information system; and administering the relocation of GN employees.

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**Total, Advisory and Administrative Services** 4,971 4,998

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**Priorities (2006-2007)**

- Develop legislative proposal for the *Public Service Act*.  
**Status:** *Legislative proposal approved by Cabinet Committee on Legislation in June, 2006.*
- Continue to improve and monitor client service.  
**Status:** *The Department of Human Resources (HR) is developing a departmental satisfaction survey and will meet with each department's directorate over the remainder of this fiscal year to review their current service data and statistics. Departments will be informed of the number of transfer assignments, direct appointments, staffing competitions, staffing appeals, and employee grievances and will have the opportunity to raise any issues or concerns in respect to HR service provisions. Information gathered from meetings will be incorporated into successful business planning to improve client service.*
- Implement recommendations related to the review of Inuit Employment Planning division.  
**Status:** *Divisional changes as per the recommendations have been implemented.*
- 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. Implementation of Leave & Attendance module of Phase 1 is under way. Due to the current position freeze, development of the scope of implementation and initial implementation steps for Phase 2 are deferred until the latter half of 2007-2008.*
- Implement Phase 2 of Human Resources' information system (P2K), which includes employee relations, health and safety, recruitment, scheduling, forecasting and training, and development modules.  
**Status:** *Implementation of Phase 2 is deferred through 2007-2008 to 2009-2010 due to extension of time frame for completion of Phase 1.*
- Strengthen internal financial management (contracting, purchasing, budget control).  
**Status:** *Quarterly reconciliations of financial accounts implemented, variance reports process strengthened and increased contract advisory services provided to divisions.*



*Relocation workshop held to train program delivery personnel and support consistency of application of relocation policies.*

- Improve departmental records management practices.

**Status:** *Implement iRIMS records management for Corporate Services as a pilot for subsequent implementation for the entire department. Implemented periodic review of organization of electronic file storage. Implemented ARCS training requirement for all HR staff.*

### **Priorities (2007-2008)**

- Conduct consultations on the proposed changes to the *Public Service Act* and finalize review.
- Conduct an interim review of the Priority Hiring Policy per Cabinet request.
- Host and organize the 2007 Public Service Commissioners' Conference in Iqaluit.
- Begin Implementation of Phase 2 of the Human Resources Information and Payroll System (HRIPS/P2K), which includes Labour Relations, Safety and Health, Recruiting, Forecasting and Costing, Time Scheduling and Training and Development modules.
- Strengthen internal financial management (contracting, purchasing, budget control and relocation procedures).
- Improve departmental records management practices by broadening the use of iRIMS by HQ staff.
- Continue development of departmental intranet site.

## **Inuit Employment Planning**

The Inuit Employment Planning (IEP) 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)	2007-2008	2006-2007
<b>Inuit Employment Planning</b>		722	723
<p>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.</p>			
<b>Total, Inuit Employment Planning</b>		<b>722</b>	<b>723</b>

**Priorities (2006-2007)**

- Report on the results of the GN Employee Survey.  
**Status:** *The GN survey was delivered during the summer of 2006 and results are expected to be reported on by the end of the fiscal year 2006-2007.*
- Continue to survey employees regarding job satisfaction.  
**Status:** *A new survey will be done in the 2007-2008 fiscal year.*
- 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.  
**Status:** *Ongoing throughout 2006-2007 fiscal year and to be completed by the fall of 2007-2008.*
- Develop an evaluation framework complete with performance measures accepted across the organization.  
**Status:** *To be completed by the end of the 2006-2007 fiscal year.*
- Develop a results oriented employment database to assist in trend analysis and evaluation.  
**Status:** *To be completed in the winter of 2006-2007.*
- Monitor, evaluate, and report on the GN's Inuit employment performance.  
**Status:** *Ongoing. A new report will be integrated into the next Public Service Annual report.*
- Complete research that will allow the GN to benefit from successful approaches taken by other organizations.  
**Status:** *Ongoing. Initial research results are expected by the end of the 2006-2007 fiscal year.*
- Provide departments with tools and technical support to achieve 56% Inuit employment by 2009-2010 fiscal year.  
**Status:** *Ongoing with an IEP completed by the end of the 2006-2007 fiscal year.*

**Priorities (2007-2008)**

- 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*.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Recruitment and Staffing</b>		1,595	1,598
The division manages centralized and decentralized 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, transfer assignments and the casual staffing process. In addition, Regional Operations work closely with the Staffing Division to develop best practices and policies in recruitment that best reflect the initiatives and priorities of <i>Article 23</i> and <i>Pinasuaqtavut</i> .			
<b>Summer Student Employment Equity Program</b>		950	950
This program provides an opportunity to introduce youth to employment in the public sector. The Summer Student Employment Equity Program (SSEEP) 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 SSEEP.			
<b>Relocation</b>		2,536	2,536
The purpose of the program is to administer the relocation of GN employees, excluding teachers and nurses. The relocation program directly supports the department's recruitment program.			
<b>Total, Recruitment and Staffing</b>		<b>5,081</b>	<b>5,084</b>

### Priorities (2006-2007)

- Implement changes to the casual hiring process as per Cabinet direction, previously determined through focus groups and sub-committees lead by Human Resources, to

provide service recommendations for casual employment.

**Status:** *Casual staffing audit is now completed and recommendations have been presented to Human Resources Senior Management and DMC. Some recommendations will require approval from the Nunavut Employee Union.*

*A standardized interview guide, references and criminal records search has been developed. Implementation has commenced in the HQ (Iqaluit) office. Implementation within the three regional offices will be a priority for 2007-2008 fiscal year.*

*A tracking system has been developed for the casual employment opportunities in Iqaluit.*

- 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.

**Status:** *The staffing manual has been implemented. Training has been developed and delivered on Behavioral Descriptive Interviewing, Staffing Manual and Panel Member Training.*

- Continue to train staffing practitioners within Health and Social Services, Education, and Nunavut Artic College (NAC) 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.

**Status:** *Proactive participation in the human resources practitioners' forum includes ongoing problem solving related to staffing issues as well as providing training sessions on staffing content.*

- Conduct ongoing compliance audits for delegated recruitment.

**Status:** *A standardized auditing tool will be developed. Compliance audits will be a priority for 2007- 2008 fiscal year.*

### **Priorities (2007-2008)**

- Continue to implement casual guidelines consistent with cabinet direction by:
  - Beginning data input into the Nunavut Skills Development Data Base.
  - Beginning a casual recruitment campaign commencing September 2006.
  - Implementing approved changes from the casual staffing audit.
- Orient and train partners in the use of staffing guidelines by:
  - Training regional representatives to provide the training in the regional and decentralized communities.
  - Developing a schedule for the training activities for Behavioural Descriptive Interviewing and Panel Member Training for Iqaluit Staff.
  - Developing casual employment and SSEEP training.
- Conduct on-going compliance audits for delegated recruitment of NAC and H&SS nursing positions.

### **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.

Program	Budget (\$000)	2007-2008	2006-2007
<b>Job Evaluation</b>		809	807
<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>809</b>	<b>807</b>

**Priorities (2006-2007)**

- Develop and implement a job audit and monitoring system.  
*Status: General terms of reference have been developed to outline the job evaluation job description monitoring program. This objective will have to be deferred due to the staffing freeze, as the division has removed a PY, and will have to wait until this PY can be restored to the division.*
- Perform audits of GN jobs for inflated qualifications.  
*Status: Approximately 85% of the audits of qualifications have been completed.*
- Document language specific skill requirements in jobs.  
*Status: This initiative will begin late in the 2006-2007 fiscal year. A Human Resources Technician position description is being modified to accommodate this function.*
- Revise job descriptions to reflect actual job needs.  
*Status: Departments that have produced job descriptions with inflated qualifications will be notified and asked to either change the qualifications or justify the existing qualifications.*

**Priorities (2007-2008)**

- Work with the Department of Finance to develop a salary surveying capability.
- Research and develop a P2K-compliant database for job evaluation information.
- Continue to develop and implement the job audit and monitoring program.
- Implement a Language Skills Profile for GN job descriptions.

## 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. 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)	2007-2008	2006-2007
<b>Training and Development</b>		4,733	4,659
Specific training and development programs include: Learning and Development (short/general skills courses and occupational training programs), Inuktitut/Inuinnaqtun Language Training, Employee Orientation, Cultural Orientation, Nunavut Public Service Studies, Sivuliqtiksatsat internship program, Mentoring and Assistant Deputy Minister and management development initiatives. Performance Management is another initiative undertaken under this program.			
<b>Total, Training and Development</b>		<b>4,733</b>	<b>4,659</b>

### Priorities (2006-2007)

- Provide effective support to clients in developing and implementing training strategies;
 

**Status:** *A position dedicated to providing training support services to departments has been created within the division and consultations to identify general training needs are commencing. Comprehensive guidelines on “Developing Employee Learning Plans” have been prepared and training for managers and employees on the learning plan process is being implemented. New training directives on education leave, professional development leave, trainer’s allowance and professional development fees have been developed and communicated to departments.*
- Pilot the cultural orientation program in decentralized communities and expand the Employee Orientation program. Expand the tools available to stakeholders for orientation;
 

**Status:** *Discussions are underway with regional operations to determine the best approach for piloting the cultural orientation program in decentralized communities. An employee orientation handbook has been developed and has been provided to departments for distribution to new employees. Specialized orientation initiatives were held to address*

groups of employees (i.e. teachers, nurses, NAC instructors) who are unable to attend regular sessions due to work constraints. A comprehensive framework for orientation was developed. A self-directed orientation website was launched. Funding was also provided to Pauktuutit for the production of an updated version of "The Inuit Way," which is being incorporated into both the Employee Orientation and Cultural Orientation programs.

- Enhance existing occupational training programs (i.e. financial management, human resources practitioners) and develop new programs to address management/leadership and program/project management.

**Status:** In June 2006, five (5) employees in Iqaluit completed the 6-module GN Certificate in Financial Management. Additional employees in Iqaluit, Cambridge Bay and Rankin Inlet will complete the Certificate by March 2007. A partnership with the Department of Finance has been created to develop a financial management training and development strategy. The framework for the GN Certificate in Human Resources was completed and courses have been developed in partnership with Nunavut Arctic College. The program has commenced in Iqaluit (pilot delivery). An accredited course in Human Resources Management was offered in September 2006 as part of the Nunavut Public Service Studies program. In June 2006, a total of ten (10) employees graduated from the Nunavut Advanced Management Program. Another program intake began in September 2006, with fifteen (15) GN employees enrolled. Eight (8) new courses in leadership/management were delivered in 2006-2007, including deliveries in seven (7) decentralized communities. A program framework for a GN Certificate in Program Management was completed and is in the Request for Proposal stage. A GN Certificate in Administrative Services is also being developed with Nunavut Arctic College.

- Complete the framework for a comprehensive performance management system and pilot new performance appraisal system within departments.

**Status:** A new performance appraisal process was successfully piloted in five (5) departments during 2006-2007 and implementation is planned for April 1, 2007. The performance management framework is being completed in consultation with departments and an advisory group. Training courses on performance management took place in eight (8) communities.

- Expand Inuktitut/Inuinnaqtun language training across the GN, including the development of an instructor training program.

**Status:** A three-year, full-time language instructor has been hired for the Kivalliq region. Phase 2 of the Inuktitut/Inuinnaqtun language training needs assessment was completed, assessing the needs and language levels of first-language employees in the regions. An Inuinnaqtun conference, sponsored in part by the Training and Development division, was held in June 2006 to initiate the development of strategies to address language revitalization. Revised Inuktitut 110, 120, 130 and Inuktitut keyboarding curriculum was launched in 2006-2007. In August 2006, Nunavut Arctic College trained adult educators and dedicated Inuktitut language instructors to use the new curriculum. The self-directed Inuktitut CD-ROM and text for second language learners was launched and met with great demand. Specialized Inuktitut language training for teachers and hospital staff was offered. A comprehensive instructor training program is being designed.

### **Priorities (2007-2008)**

- Continue to provide support to clients in developing and implementing training strategies by initiating a consultation process to identify and address departmental training requirements;

- Work in partnership with key stakeholders (NAC, CLEY, Tuttarviit) to complete the Inuktitut/Inuinnaqtun language training assessment;
- Offer a customized orientation program for GN managers;
- Provide managers with guidelines, training and resources to effectively implement performance management practices; and
- Work in partnership with the Department of Finance to develop a training strategy and initiatives in support of strengthening financial management.

## 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)	2007-2008	2006-2007
<b>Employee Relations</b>		1,062	1,100
Provides professional employee relations advice and services to departments and leads collective bargaining for the GN as mandated.			
<b>Workplace Wellness</b>		641	648
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>1,703</b>	<b>1,748</b>

### Priorities (2006-2007)

- Expand the counselling component of the Employee Assistance program through the use of technology.

**Status:** *The Department of Human Resources, in partnership with the Department of Health and Social Services, may offer counseling through a Telehealth program that is available in*



*all communities. The total number of referrals using the Telehealth program will be determined on a case by case basis and within budget.*

- Develop and implement an employee recognition program with client involvement.

**Status:** *Ongoing. Employee Recognition program with client involvement has been completed. Additional review is required and will be completed during the 2007-2008 fiscal year.*

- Develop and implement an attendance management system.

**Status:** *The program is in draft form and an initial presentation has been made to Deputy Ministers. The program will be finalized and implemented during the 2007-2008 fiscal year.*

- Develop an occupational health and safety program to comply with the *Safety Act*.

**Status:** *Ongoing.*

- Ensure that worksite safety committees are operational.

**Status:** *Ongoing – Presently there have been twenty Safety Committees established. It is anticipated that worksite Safety Committees will be established and implemented in the remaining worksites by the end of 2007-2008 fiscal year.*

- Provide training in CPR/First Aid. Training has been delivered to five (5) communities thus far with plans to provide training to the remaining communities.

**Status:** *CPR/First Aid for the 2006-2007 was offered to over 400 GN employees. This initiative will be continued in the 2007-2008 fiscal year.*

- Negotiate a new Nunavut Employees Union Collective Agreement. Present agreement to expired September 30, 2006.

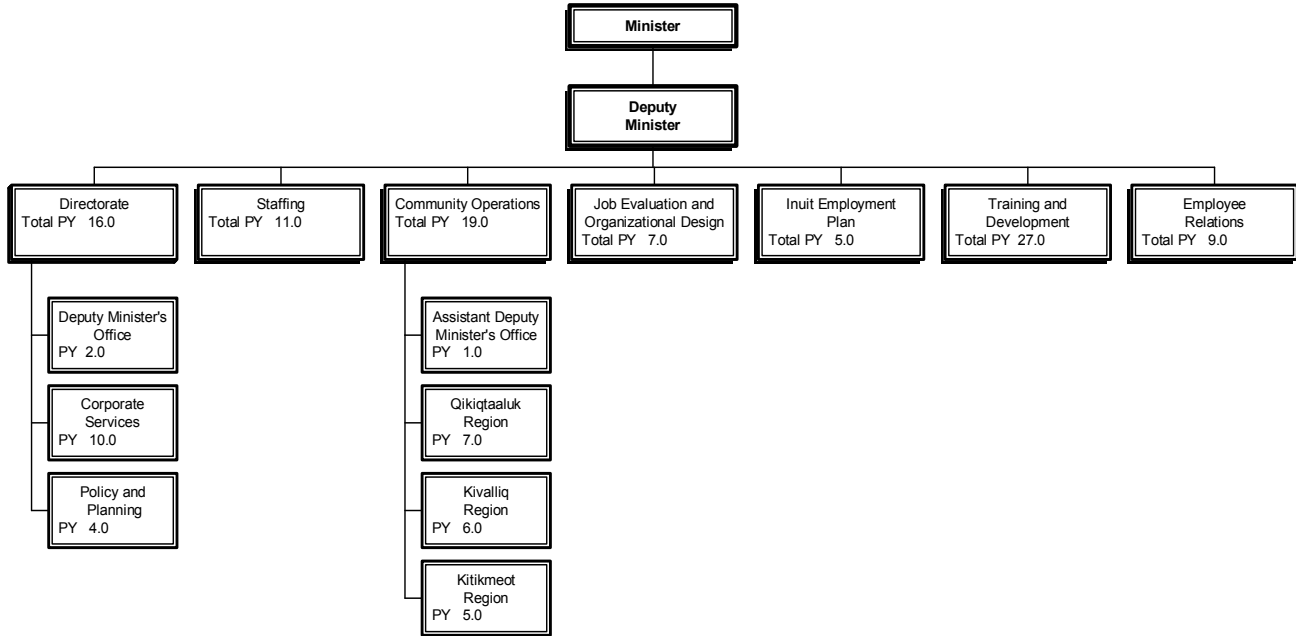
**Status:** *NEU have served notice to negotiate a new Collective Agreement. Face to face negotiations are scheduled to commence December, 2006.*

### **Priorities (2007-2008)**

- Provide training in subject matters dealing with Workplace Health Safety & Wellness.
- Develop and implement on Attendance Work Program that meets Duty to Accommodate requirements.
- Continue to deliver an Occupational Health & Safety Program to comply with the Safety Act.
- Maintain at least 30% level in resolving grievances pending arbitration or matters referred to Human Rights.

# APPENDIX I: Accounting Structure and Financial Summary

## Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	94.0
Vote 4/5 PYs	-
Revolving Fund PYs	-
<b>TOTAL PYs</b>	<b>94.0</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 Access to Information and Protection of Privacy Act (ATIPP) 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, contract advisory services, human resource planning, and career development for departmental staff; departmental Inuit employment leadership and planning, website development and maintenance, developing, installing, and maintaining the human resources information system; and administering the relocation of GN employees.

#### 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 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 Planning**

The Inuit Employment Planning (IEP) 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	2007 – 2008 Main Estimates		2006 – 2007 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	1,763	16.0	1,658	16.0
Grants & Contributions	-		-	
Other O&M	435		565	
<b>Subtotal</b>	<b>2,198</b>		<b>2,223</b>	
<b>STAFFING</b>				
Salary	4,573	11.0	4,608	11.0
Grants & Contributions	-		-	
Other O&M	508		476	
<b>Subtotal</b>	<b>5,081</b>		<b>5,084</b>	
<b>COMMUNITY OPERATIONS</b>				
Salary	2,145	19.0	2,147	19.0
Grants & Contributions	-		-	
Other O&M	628		628	
<b>Subtotal</b>	<b>2,773</b>		<b>2,775</b>	
<b>JOB EVALUATION AND ORGANIZATIONAL DESIGN</b>				
Salary	751	7.0	733	7.0
Grants & Contributions	-		-	
Other O&M	58		74	
<b>Subtotal</b>	<b>809</b>		<b>807</b>	
<b>INUIT EMPLOYMENT PLANNING</b>				
Salary	567	5.0	563	5.0
Grants & Contributions	-		-	
Other O&M	155		160	
<b>Subtotal</b>	<b>722</b>		<b>723</b>	
<b>TRAINING AND DEVELOPMENT</b>				
Salary	2,800	27.0	2,459	24.0
Grants & Contributions	-		-	
Other O&M	1,933		2,200	
<b>Subtotal</b>	<b>4,733</b>		<b>4,659</b>	
<b>EMPLOYEE RELATIONS</b>				
Salary	986	9.0	985	9.0
Grants & Contributions	-		-	
Other O&M	717		763	
<b>Subtotal</b>	<b>1,703</b>		<b>1,748</b>	
<b>TOTAL</b>	<b>18,019</b>	<b>94.0</b>	<b>18,019</b>	<b>91.0</b>

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**Department of  
Justice**

**Business  
Plan**  
*2007-2008*

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## INTRODUCTION

The Department of Justice, under the Minister of Justice, ensures that the public affairs of the government are administered in accordance with the law, overseeing all matters connected with the administration of, and access to, justice; it further 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. It advises several departments, boards and agencies on all matters of the law. Legal representation is provided to protect the interests of the GN in a manner which is handled effectively. And also, the department drafts bills, regulations, orders and appointments in accordance with the Constitution of Canada, *The Nunavut Act*, and the principles of legal drafting recognized in Canada. Each of these functions supports the operation of a responsible and effective public government.

The Department of Justice is committed to promoting and protecting peace for Nunavummiut. Through its Correctional and Justice Programs, it offers custody, healing and reintegration programs for offenders throughout Nunavut. Programs such as Crime Prevention and Community Justice are dependant upon community involvement. The department is also responsible for the policing services that are carried out by the Royal Canadian Mounted Police (RCMP). Approximately one hundred and twenty-three RCMP personnel are assigned to various community detachments to ensure a high quality of policing services to Nunavut.

The department aims for better accessibility to the justice system for all Nunavummiut. The department also continues to deliver administrative support for the Nunavut Court of Justice, as well as support for Nunavut Legal Services Board and the Human Rights Tribunal.

The department also administers other statutory functions in a manner which ensures that all Nunavummiut receive the full benefit and support of the law. Such functions relate to work, family relationships, commerce, estates, tenancies, human rights and other forms of dispute resolution.

## Our Mission

*To serve the public by promoting and protecting a peaceful society and by adhering to the principles of Inuit Qaujimajatuqangit. To build public confidence in the justice system by respecting the role of community members in maintaining harmony. To promote the rule of law by providing a full range of legal services to the Government of Nunavut and designated boards and agencies, and access to justice for Nunavummiut.*

## Our Vision

*Our vision reflects Inuit Qaujimajatuqangit values, and promotes fairness, equality and a safe society supported by a justice system that is trusted and understood. The vision is respectful of and responsive to diversity, individual and collective rights, and community needs.*

## Our Principles and Values

### 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, Legal Service Board, the Human Rights Tribunal, federal partners and other agencies 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.
- As a department, we are not only accountable but answerable for our decisions and actions.

### Our Values

- **Integrity:** We are honest and fair at all times, in our dealings with clients and employees.
- **Service:** We deliver our services with effectiveness, promptness, courteousness and accessibility.
- **Harmony:** We achieve the Nunavut vision through unified leadership and working together with the communities and stakeholders we serve.
- **Respect:** Our clients deserve respect, dignity, courtesy, and understanding. Our employees maintain high standards of professionalism and are treated with respect.
- **Inuit Qaujimagatuqangit:** We maintain positive innovations guided by Inuit knowledge, wisdom and beliefs.
- **Public Government:** We promote justice and respect for individual rights and freedoms, the law, and the Constitution.

### Language Services

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

- Bilingual staff are assigned to designated areas where they may be required to provide services in Inuktitut, Inuinnaqtun, French and English.
- 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, for the most part, 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.
- Office correspondence, business cards, departmental website, internet and email signatures are also translated.
- 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.

## STRATEGIC COMMITMENT TO PINASUAQTAVUT

### Inuit Qaujimagatuqangit (IQ)

The Department of Justice incorporates *Inuit Qaujimagatuqangit* (IQ) in program delivery. It does so through a working group called *Illiniit*, which is mandated to provide advice, direction, and assistance to the department on all matters involving Inuktitut and the incorporation of IQ into programs and services. In addition, the department is actively involved in the overall IQ policy development within the GN and it has representation on the GN interdepartmental committee called “*Tuttarviit*”.

There are many division-specific initiatives incorporating IQ within the department. These include offering Justice staff an “on-the-land” outing to encourage cross-cultural understanding of Inuit culture and participating in all terminology workshops. The *Illiniit* working group continues to provide training and workshops for Inuit in Leadership and Management Roles and cross-cultural leadership and management ethics, one-on-one interview of inmates, work towards openness in the workplace, teaching Inuktitut and the weekly Traditional Law sessions with the non-Inuit Justice senior managers.

Working with justice key partners, the department has signed a diversion protocol with the RCMP and the Department of Justice Canada to seek alternatives in resolving criminal matters. The protocol has created more support in strengthening community i.e. training justice committees, establishing the Spousal Abuse program, and the Family Mediation program (*Innussirmut Aqqusiuqtiit* –IA) as well as increasing anti-crime awareness in the communities.

The department is continuing its efforts to recruit more Inuit Justices of the Peace in the communities, and has involved youth to work and serve the Court Advisory Panel and Circuit court.

Lastly, several IQ related programs have been developed at the correctional centers. At the Baffin Correctional Centre, the 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 traditional 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 which incorporates Inuit cultural tools to learn to cope with pain and loss.

### Inuuqatigiittiarniq: Healthy Communities

The Department of Justice identifies and implements 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 Innussirmut Aqqusiuqtiit family mediation project);
- developing culturally relevant programs for offenders (e.g. outpost camps and the Kugluktuk Ilavut Healing Facility);
- Assisting the courts in providing information and advice to the accused person in criminal matters and for all Nunavummiut.

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

- 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. 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 department coordinates, and is working with, various inter-departmental and inter-governmental working groups on related issues, such as: violence against women, mental health, suicide prevention and children / youth issues.

The department recognizes the need to involve other agencies and departments in the issues that challenge the people of Nunavut

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

Community justice committees, 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 develop and support crime-prevention programs and advocate for healthy change in the respective 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:

- The Akitsiraq Law School, offered by the University of Victoria in Iqaluit, was established in 2001 and in the spring of 2005; 11 students graduated from the program.
- A five-credit introductory course in Law is taught each semester at the Inuksuk High School in Iqaluit. The course aims to stimulate awareness of legal issues and generate 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*, giving the staff an opportunity to interpret 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 2006-2007 fiscal year:

- foster and sustain an environment attractive to Inuit
- invest in human capital to improve the effectiveness of the workforce
- 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 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. However, our department is taking steps to overcome this, and for the 2006-2007 fiscal year, the paraprofessional occupational classification, which includes correctional staff, will meet established goal which reflects significant improvement.

In the next year, the department will work toward increasing its total Inuit employment to 51% by hiring 21 additional Inuit beneficiaries. The department will reach the goal of 56% by 2010.

## Departmental Inuit Employment Targets

Inuit Employment Representation	As of March 31, 2006		Target for 2007 - 2008	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>229</b>		<b>235.5</b>	
Total Filled Positions	194	85	222.5	94
Total Vacancies	35	15	13	6
Total Beneficiaries	79	41	113	51
<b>Total Executive Positions</b>	<b>2</b>		<b>2</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>9</b>		<b>9</b>	
Total Filled Senior Management Positions	7	78	9	100
Total Vacant Senior Management Positions	2	22	0	0
Total Beneficiaries in Senior Management Positions	1	14	2	22
<b>Total Middle Management Positions</b>	<b>25</b>		<b>27</b>	
Total filled Middle Management positions	22	88	26	96
Total Vacant Middle Management Positions	3	12	1	4
Total Beneficiaries Middle Management Positions	7	32	8	31
<b>Total Professional Positions</b>	<b>20</b>		<b>24</b>	
Total Filled Professional Positions	15	75	18	75
Total Vacant Professional Positions	5	25	6	25
Total Beneficiaries in Professional Positions	2	13	7	39
<b>Total Paraprofessional Positions</b>	<b>150</b>		<b>153.5</b>	
Total Filled Paraprofessional Positions	130	87	147.5	96
Total Vacant Paraprofessional Positions	20	13	6	4
Total Beneficiaries in Paraprofessional Positions	55	42	77	53
<b>Total Administrative Support Positions</b>	<b>23</b>		<b>20</b>	
Total Filled Administrative Support Positions	18	78	20	100
Total Vacant Administrative Support Positions	5	22	0	0
Total Beneficiaries in Administrative Support Positions	13	72	18	90

## Departmental Inuit Employment Initiatives

In the 2007-2008 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 51% Inuit representation by 2008.

Working with the Department of Human Resources, the Department of Justice currently supports two *Sivuliqtiksat* interns. The Manager, Business Planning Support Intern in Court Services and the



Budget Planner/Analyst Intern in Corporate Services will be working towards completing their learning plans to assume their targeted Middle Management duties and responsibilities.

### Specific Initiatives

The department's specific initiatives are as follows:

- **Streamlining the Priority Hiring Policy within our department**

Throughout the Government of Nunavut, all departments have been given the responsibility to ensure that the Priority Hiring Policy is being adhered to. The Department of Justice has taken some specific steps to ensure that artificial barriers such as overly inflated education and experience requirements are not present when sending a position to competition.

First of all, all job descriptions are reviewed by the Senior Management Committee at bi-weekly meetings. This allows for third party review of the Knowledge, Skills and Abilities section of the job description whereby feedback is given on the requirements outlined within. By having such a large group who have not participated in the writing the job description review the document, the likelihood of overly inflated barriers making it to the competition stage is greatly reduced. This "fresh set of eyes" approach is very beneficial and has been quite useful in eliminating these barriers already.

- **Foster and sustain an environment attractive to Inuit**

The department realizes how important it is 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:

- The departmental *Inuit Qaujimajatuqangit* committee, *Illiniit*, provides advice, direction, and assistance to the department on all matters involving the use of Inuktitut in the workplace, the incorporation of *Inuit Qaujimajatuqangit* into the department's programs and services and will offer various training and workshops to support staff in a cultural way.
- Ensuring 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. All supervisors and managers are offered and encouraged to take training that addresses such topics as cultural diversity, good management practices and coaching skills.
- Specific training is required to ensure that all individuals involved in staffing decisions are aware of, and accurately apply, the Priority Hiring Policy. It has been mandated through the department that all employees sitting on hiring panels must have taken the "How to be a Panel Member" training offered through the Department of Human Resources. This ensures that every hiring panel is educated on their responsibility as a panel member, and will contribute to better IEP hiring practices within our department.
- 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 (flextime, compresses work weeks, and so on).
- 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. This is mainly done through IQ days developed and held by our Illiniit Committee.
- **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. This position will perform a needs analysis for all sections and staff in the Corrections division. Once this is complete, he or she will develop and facilitate training programs to meet the needs identified.
  - Similarly, for the other divisions of the department, the Manager, Training & Human Resource Development will complete a needs assessment for all staff. A training plan will be developed for each employee identifying training needed and a timeframe in which this training can be completed. This will provide the foundation for a departmental succession plan.
- **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. This will include mentoring and encouraging employees to learn and develop their skills.

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 new and developing territory. There are a number of unique conditions and challenges with respect to the administration of justice.

The first is our rapid population growth. Between 1997 and 2006, our population grew by 4,898 or 18.9 percent. Statistics Canada has estimated Nunavut's population to be 30,782 as of July 1, 2006. This figure represents an increase of 2.5 percent or 742 people from July 1, 2005 (30,040). Canada's population estimates increased 1.0 percent during the same period.

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.

The second challenge is that Nunavut's population is highly dispersed throughout the territory. While about 6114 people live in the capital city Iqaluit, the rest is located in small towns, and hamlets spread across a large territory. This highly dispersed population causes substantially higher costs for the delivery of justice programs. It also results in extraordinarily high travel and shipping costs.

Another challenge that has ripple effects on justice is the overcrowding. Overcrowding is defined as more than one person per room on the 2001 Aboriginal Peoples Survey and it affects every community in Nunavut. The Nunavut territory experiences 19% crowding as compared to an average of 5% for the rest of Canada. This lack of adequate housing contributes to social problems, such as domestic violence, invisible homelessness and overcrowded homes. In addition, without adequate housing, it is difficult to recruit and retain qualified staff to deliver justice programs that would meet the needs of Nunavummiut.

Crime rates in Nunavut are very high compared to the rest of Canada. The Government of Nunavut has made some progress in reducing crime rates, but much still needs to be done to bring rates into line with other jurisdictions. Over the last six years, the crime rates, as calculated from calls to police, rose an average of 9 percent annually. The total *Criminal Code* offences in 2005 reached 32,782 per 100,000 population as compared to 24,958 total offences in 2000. However, in the last two years, 2004 and 2005, there were marked declines in both violent and property crimes.

Crime Rates in Nunavut Territory						
Nunavut	Violent crime		Property crime		Total Criminal Code offences <sup>2</sup>	
	Rate <sup>1</sup>	change in rate (%)	Rate <sup>1</sup>	change in rate (%)	Rate <sup>1</sup>	change in rate (%)
2000 - 2001	6,573	8.7	5,501	12.0	24,958	18.8
2001 - 2002	7,094	6.3	6,105	10.1	28,786	13.3
2002 - 2003	7,943	9.0	7,222	15.2	34,774	17.9
2003 - 2004	7,884	-1.9	6,959	-4.4	36,685	4.4
2004 - 2005	7,042	-11.1	5,555	-21.1	32,782	-11.1

1 Rates are calculated on the basis of 100,000 population.  
2 Total Criminal Code also includes other Criminal Code offences (excluding traffic) not shown in this table.

Source: Statistics Canada, The Daily, July 22, 2006

At the national level, the most recent national statistics show that crime rates in Nunavut continue to be significantly higher than most other places in Canada at approximately four times the national average. The rate for violent crime is seven times the national average and continues to be a priority concern. This emphasizes the need for continued emphasis on crime prevention, as well as relevant programs for offenders and victims.

Many factors could help explain the high rate of crimes. These factors include but are not limited to most social issues such as high youth population, high unemployment rate, poverty, low educational attainment, or substance abuse.

Improvements in the education level of Nunavummiut will tend to increase the level of employment and hopefully reduce these two factors often found to contribute to crime. The most recent statistics show that 34.5 percent of Nunavummiut have some form of post secondary education and 8 percent have a university degree. In addition, the territory has high unemployment rates of 23 percent and about 60 percent of Nunavut households are on income support.

Another factor contributing to crime is substance abuse, which itself is frequently associated with unemployment, family violence, criminal behavior, suicides and accidents. The impact of substance abuse is 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.

<b>Crime rates by province and territory</b>						
	<b>Violent crime</b>		<b>Property crime</b>		<b>Total Criminal Code offences <sup>2</sup></b>	
	2005	2004 to 2005	2005	2004 to 2005	2005	2004 to 2005
	Rate <sup>1</sup>	% change in rate	Rate <sup>1</sup>	% change in rate	Rate <sup>1</sup>	% change in rate
<b>Canada</b>	<b>943</b>	<b>-0.2</b>	<b>3,738</b>		<b>7,761</b>	<b>-5.0</b>
Newfoundland and Labrador	869	-5.4	2,535	-8.0	6,089	-4.1
Prince Edward Island	762	-5.3	3,468	-1.4	7,985	-3.2
Nova Scotia	1,138	-5.4	3,626	-7.1	8,345	-5.1
New Brunswick	834	-10.9	2,723	-9.2	6,756	-7.5
Quebec	739	2.0	3,133	-2.3	6,032	-4.7
Ontario	748	0.3	2,808	-5.4	5,780	-4.5
Manitoba	1,600	-0.1	4,995	-12.4	11,743	-7.9
Saskatchewan	1,983	-1.6	5,484	-12.0	14,320	-5.8
Alberta	1,096	-0.4	4,874	-3.7	10,023	-4.6
British Columbia	1,214	1.3	6,234	-7.5	11,947	-4.8
Yukon	3,088	-8.5	6,028	-7.2	22,399	-5.4
Northwest Territories	6,614	-3.7	6,484	-12.8	41,245	-2.1
<b>Nunavut</b>	<b>7,042</b>	<b>-11.1</b>	<b>5,555</b>	<b>-21.1</b>	<b>32,782</b>	<b>-11.1</b>

1. Rates are calculated on the basis of 100,000 population.

2. Total *Criminal Code* also includes other *Criminal Code* offences (excluding traffic) not shown in this table.

Source: Statistics Canada, The Daily, July 22, 2006

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 actively participates in the Violence Against Women Working Group. This

working group is coordinated and chaired by the department and is mandated to increase public awareness and coordinate government efforts at reducing domestic violence.

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.

## 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.
- The need for better statistical profiles of crime rates and trends in order to fully understand the effect of the various elements of justice systems.
- 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 Qaujimajatuqangit* into justice policy and programs to ensure they reflect the culture, values and needs of Nunavummiut.
- Critical lack of Inuktitut-speaking lawyers and other Justice professionals contribute to the pressures of community problems.
- 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. Further, there is an increased recognition that statutes and services should be made available to the people of Nunavut in Inuktitut and Inuinnaqtun.
- The lack of a sustainable and affordable housing market still contributes to social disruption across Nunavut and makes it difficult to hire staff without adequate housing.
- Cross-cultural training within the justice system is needed to meet not only the clients, but personnel who work in all areas of the department.
- On-going fiscal pressure due to unprecedented rising costs of Courts, Legal Services and Correctional programs.

## CORE BUSINESS

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

	Budget (\$000)	
	2007-2008	2006-2007
Advisory and Administrative Services	8,652	8,158
Law Enforcement	21,287	21,287
Legal Support Services	2,658	2,379
Nunavut Court of Justice	6,114	6,288
Legal Registries	958	964
Corrections	15,450	15,520
Community Justice	1,953	1,772
<b>TOTAL</b>	<b>57,072</b>	<b>56,368</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, human resources, training administration and financial/administrative support.

#### Objectives

- To provide leadership for the department in order to ensure its goals, objectives and priorities are met.
- To advise Cabinet on legal matters affecting the Government of Nunavut.
- To work with other departments, communities and governments to continuously improve the administration of justice in Nunavut.
- To consider *Inuit Qaujimagatuqangit* as part of Department of Justice policy and program decisions, and to incorporate IQ into the policy development process.
- To support the development of Inuit legal professionals who can provide services in Inuktitut and bring an understanding of Inuit culture and values to their work.
- To provide policy direction and act as liaison between the Government of Nunavut and the RCMP, and ensure that policing services in Nunavut meet the needs of Nunavummiut.
- To provide support services to the other divisions of the Department of Justice in financial administration, policy development, and human resources functions.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Deputy Minister's (DM)/Assistant Deputy Minister's (ADM) Office</b>		724	614

The Deputy Minister's (DM)/Assistant Deputy Minister's (ADM) Office is responsible for the overall 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.

**Corporate Services** 7,164 6,677

The Corporate Services division provides a full range of financial, staffing/training, administrative management and support services to the department. The division, also oversees the financial aspects of the policing agreements, and manages the human resources functions for the department, as well as providing contributions to the Legal Services Board and the Human Rights Tribunal for their operations in Nunavut.

**Policy and Planning** 764 867

The Policy and Planning division is responsible for developing departmental policy and legislative 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 Qaujimajatuqangit* strategy.

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**Total, Advisory and Administrative Services** 8,652 8,158

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**Priorities (2006-2007)**

- 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;

**Status:** *Public legal education material has been prepared and is ready for distribution on the Wills Act and the Powers of Attorney Act. External funding has been procured to improve delivery of public legal education throughout Nunavut.*

- Development of a consultation plan for amendments to the intestacy legislation that will reflect *Inuit Qaujimajatuqangit*;

**Status:** *A consultation plan has been completed. Consultations will continue in 2007-2008.*

- Develop a firm plan for implementation of the domestic violence/prevention of family violence legislation;

**Status:** *An implementation plan has been drafted. Consultation with stakeholders on implementation and identification of resources will proceed in 2007-2008.*

- Develop a consultation plan and a legislative proposal for Phase 2 of the amendments to the *Liquor Act*.

**Status:** *A consultation plan has been drafted and a legislative proposal is expected by spring 2007.*

**Priorities (2007-2008)**

- Implement the Departmental Inuit Employment Plan.
- Initiate implementation of the *Family Abuse Intervention Act*.
- Review and potentially revise legislation to more effectively support families and business.
- Improve legal education to promote understanding of the law for the public and staff.

- Strengthen departmental financial management through training and procedures development.

## 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.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Law Enforcement</b>		21,287	21,287
<p>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 <i>RCMP Act</i> and employed by the municipalities.</p>			
<b>Total, Law Enforcement</b>		<b>21,287</b>	<b>21,287</b>

### Priorities (2006-2007)

- Community Wellness Initiatives through inter-agency partnerships (Suicide Prevention, Reduction in Family Violence);
 

**Status:** *Northern Youth Strategy well under way. Partnership Board recently met to select Pilot site for this project directed towards Crime Prevention through Social Development with a focus on Youth. This is a three year Pilot Program that will be driven by the community;*

*Embrace Life Counsel partnership with Jordan Tootoo for Nunavut Help Line along with Nunavut Embrace Life Day to coincide with National Suicide Prevention Day;*

*Partnerships with Qulliq Status of Women and recent Take Back the Night March; and RCMP Training Branch currently developing Relationship Violence Training Module for V Division.*
- Recruitment of Inuit RCMP Officers, career development and enhanced training opportunities;
 

**Status:** *Recruitment of Inuit officers remains a priority within the RCMP. Inuit Policing Program continuing to fund the career development and opportunities for Inuit RCMP members. "V" Division Human Office to partner with the Government of Nunavut and develop an educational program like the Aboriginal Police Studies Program currently being*



used in Alberta. The objective of the Nunavut program would be to enhance both the education and skills applicants needed to pass the RCMP entrance exam.

- Crime prevention and diversion programs with the active involvement of Community Justice (CJ) committees for both youth and adult offenders;

**Status:** Cambridge Bay CJ back up and running thanks to the efforts of the CJ Coordinator for the GN along with senior members of the RCMP in Cambridge Bay and local community members.

Clyde River and Kimmirut still without active CJ committees. Work is taking place to revive this important community role by GN CJ coordinator.

- Proactive measures including the delivery of educational 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;

**Status:** DARE program running in 7 communities in Nunavut (6 schools);

Say "Neigh" to Drugs (6 Elementary Schools in Nunavut);

Alcohol Teaching Program in Arctic Bay delivered by Arctic Bay RCMP to middle school students;

Iqaluit - 2 crystal meth presentations; and

Kugaaruk - Drug Awareness member gave presentations on Drugs and Drug Trends to youth, teens and adults.

- Accountability and superior service delivery to our communities.

**Status:** The RCMP continues to improve on service delivery to the communities.

### **Priorities (2007-2008)**

- Implement the recommendations of the policing review to improve accountability and provide superior service delivery to communities:
  - Cultural orientation for officers;
  - Appoint dedicated and appropriate RCMP liaison officers from existing members;
  - Improve visibility of RCMP officers in communities;
  - Increase crime prevention and diversion programs with the active involvement of Community Justice Committees for youth and adult offenders; and
  - Continue community wellness initiatives through interagency partnerships (suicide prevention, reduction in family violence).
- Continue the implementation of proactive measures such as the delivery of education programs, integrating enforcement of the *Controlled Drugs and Substances Act*, through the combined efforts of the Department and the RCMP.

### **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>2007-2008</b>	<b>2006-2007</b>
<b>Legal and Constitutional Advice</b>		1,455	1,227
<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>		419	369
<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>		784	783
<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>2,658</b>	<b>2,379</b>

**Priorities (2006-2007)**

- Manage the increased demand for the drafting and translation of legislation;  
*Status: Legislation division has continued to provide timely, high-quality legislative drafting and translation services to the government.*
- 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;  
*Status: The division continues to consolidate Nunavut's legislation, prepare the necessary research tables and generally maintain Nunavut's legislation.*

- Provide public access via the Internet to Nunavut's legislation;

**Status:** *The Department of Justice launched its website in Inuktitut, Inuinnaqtun, English and French in November, 2005. All Nunavut's legislation is available to the public on the website, and the material is continually updated.*

- Consider different options for revising the statutes of Nunavut, and for preparing authoritative Inuktitut versions and authoritative consolidations.

**Status:** *Different courses of action are being considered.*

### **Priorities (2007-2008)**

- Establish the Office of the Public Trustee independent of the Legal Services Division.
- Expand the Division's capacity to respond to complex and costly litigation against the Government.
- Develop and implement a protocol to guide clients in requesting legal opinions.
- Provide education and training for client departments to assist them in developing a better legal knowledge base and improve decision making.
- Manage the increased demands for new legislation associated with *Pinasuaqtavut* and devolution.
- Continue to consolidate all statutes in English, French and Inuktitut, to prepare research tables and to maintain Nunavut's legislation in a form that is available to the public.
- Promote partnerships to develop, share and record Inuktitut and Inuinnaqtun terminology that is used in or needed for legislation.

## **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, Coroner's, Maintenance Enforcement, the Commissioners for Oaths and Notaries Public, 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.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Court Administration</b>		4,642	4,625
<p>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 Nunavummiut.</p>			
<b>Maintenance Enforcement Program</b>		304	482
<p>The Maintenance Enforcement Office has the primary responsibility for collecting and disbursing child and spousal support payments. There are currently approximately two hundred open maintenance enforcement files.</p>			
<b>Justice of the Peace (JP)</b>		444	474
<p>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.</p>			
<b>Coroners</b>		402	402
<p>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 manner 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.</p>			
<b>Rental</b>		119	102
<p>A Rental officer was appointed to receive, investigate, mediate and adjudicate complaints under the <i>Residential Tenancies Act</i>. 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.</p>			
<b>Labour Standards Board/Labour Services Administration</b>		203	203
<p>Labour Services administers the <i>Labour Standards Act</i> and its regulations, the <i>Wage Recovery Act</i> and <i>Employment Agency Act</i>. The Labour Standards Board functions independently to hear appeals under the <i>Labour Standards Act</i>.</p>			
<b>Total, Nunavut Court of Justice</b>		<b>6,114</b>	<b>6,288</b>

**Priorities (2006-2007)**

- Complete the move into the Nunavut Justice Centre;

**Status:** *Construction of the Nunavut Justice Centre was completed ahead of schedule and the move was completed on April 18, 2006. The first Court session was held on April 21, 2006.*

- Improve services in the Sheriff's Office. The Sheriff's Office is responsible for court security, civil enforcement and jury management;

**Status:** *Sheriff staff have recently been trained on 'Non Violent Intervention Methods' and the new sheriff spent one week with a NWT sheriff service to learn directly how their program operates. New procedures and processes have been put in place to standardize and improve services.*

- 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;

**Status:** *The Maintenance Enforcement computer system has been fully implemented and has resulted in more efficient administration of the program and strengthened financial accountability. Portable digital recorders are now being used for some court circuits and we are working with the Department of Community and Government Services on a project plan for implementing digital recording. Video conferencing has been used for some docket week court sessions between Baffin Correctional Centre and the Courthouse.*

- Improve management information systems and create opportunities for sharing information with Justice partners.

**Status:** *The new Maintenance Enforcement System provides regular reports on caseload, file management and financial reconciliation and the Court Information Systems allow for regular and ad hoc reports. Interfaces are fully implemented for sharing of court information with Corrections division and the RCMP.*

### **Priorities (2007-2008)**

- Pursue/develop training opportunities to prepare Inuit staff for advancement opportunities.
- Strengthen financial management and procedures.
- Develop a legislative proposal for amending the *Maintenance Enforcement Act*.
- Manage the increased demand for court support services.
- Continue to improve services in the Sheriff's Office. The Sheriff's Office is responsible for court security, civil enforcement and jury management.
- Develop a plan to respond to Federal 'Get Tough on Crime' initiatives.
- Continue the implementation of new technologies and systems.
- Expand the publishing of Nunavut judicial precedents.

### **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>2007-2008</b>	<b>2006-2007</b>
<b>Land Titles Office</b>		561	590
To administer the <i>Land Titles Act</i> by reviewing and registering survey plans and various legal documents to create ownership titles and to identify other legal interests and mortgages affecting titled lands. The office also administers the <i>Personal Property Security Act</i> , which enables a lender to register their claim in personal property identified in a security agreement. This registration protects the lender's claim to the collateral and enables future purchasers or lenders to search the registry for prior registered interests.			
<b>Corporate and Securities Registries</b>		397	374
The Corporate Registry administers the <i>Business Corporations Act</i> , <i>Societies Act</i> , <i>Partnership Act</i> , and certain provisions of the <i>Co-operative Associations Act</i> and <i>Credit Union Act</i> . Submitted documents are reviewed and processed to establish and maintain current information on corporations, societies, partnerships and co-operative associations.			
The Securities Registry administers the <i>Securities Act</i> , which regulates trading in investment securities. Documents are reviewed and processed to register advisors and dealers who trade stocks, bonds and mutual funds, describe and qualify the shares of public companies and mutual funds that are offered for sale in Nunavut; and consider applications for discretionary relief from some requirements.			
<b>Total, Legal Registries</b>		<b>958</b>	<b>964</b>

**Priorities (2006-2007)**

- To finalize development, implementation and training for the land titles office "Daybook" database and the corporate registries "NUCO" database;  
**Status:** *NUCO: operational. Both systems will be fully functional by the end of the fiscal year. DAYBOOK: Minor modifications only required. Anticipate signing off before the end of the fiscal year on the first phase of the project.*
- 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;

**Status:** *Developing the online information material on filing and requirements. Updating Legal Registries' informational website to provide sample forms and instructions.*

- To substantially complete the implementation of a scanning system that will maintain electronic copies of all land titles documents.

**Status:** *Expect completion of a data input interface by the end of the fiscal year.*

### **Priorities (2007-2008)**

- Modernize Land Titles Office to build capacity in anticipation of higher volumes generated by community surveys (to be carried out in 2007-2008 and 2008-2009).
- Lay groundwork for Electronic Registration System for both Land Titles (first priority) and Corporate Registries.
- Improve websites to allow easy use of information and forms for both Land Titles and Corporate Registries, by incorporating instructions for preparation of submissions.
- Lay groundwork for Geographic Information Systems (GIS) based data integration in partnership with Community and Government Services (CGS), Federal Government agencies/ministries, and other stakeholders.
- Explore Nunavut participation in Atlantic Personal Property Registration Systems (PPRS) proposal for wider integration.
- Review Fees regulations for Corporate Registries, amendments to Electronic Commerce Act and Land Titles Act to allow for better streamlined systems in Legal Registries.

### **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>2007-2008</b>	<b>2006-2007</b>
<b>Corrections Directorate</b>		994	706

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.

**Community Corrections (Probation Services) 1,625 1,640**

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.

**Adult Healing Facilities 1,582 1,672**

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 9,144 9,343**

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 counselling 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 2,105 2,159**

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

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**Total, Corrections 15,450 15,520**

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**Priorities (2006-2007)**

- 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;

**Status:** *A female correctional facility was opened on the grounds of Baffin Correctional Centre in August 2006. The department will complete renovations to the facility in summer 2007.*

- Expand the Community Corrections Program to include communities that are now currently served by Social Services; priorities for 2005-2006 were to add two positions, and we are looking for 3 additional positions for 2006-2007;

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

- Initial planning will proceed on a second Community Healing Centre, in addition to the one opened in Kugluktuk in 2005;

**Status:** *There was a significant increase in the offender population in 2006-2007. As further increases are expected in the coming years, the focus of all planning of capital projects is now being directed toward the construction of a larger correctional facility. It is expected that site selection will be completed and work on site preparation can begin in 2007-2008.*



- 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.

**Status:** *Inuit employment in Corrections has increased in 2006-2007 from 40% to 42% (as of September 30, 2006). Efforts to increase the number of Inuit employees will continue for the benefit of the Department's clients.*

### Priorities (2007-2008)

- Complete design and site preparation work for male correctional institute in Rankin Inlet.
- Develop plans to provide structured training for correctional staff.
- Continue to expand outpost camps and alternative homes, as alternatives to incarceration at Baffin Correctional Centre and Isumaqsungittukkuvik Youth Centre.
- Expand the Division's ability to extract data from the offender information systems to better manage cases and guide development of Corrections programs.
- Collaborate with other jurisdictions to enter into joint initiatives for mutual benefit.

## 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 and 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.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Community Justice Directorate</b>		502	391
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>		1,451	1,381
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.

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<b>Total, Community Justice</b>	<b>1,953</b>	<b>1,772</b>
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#### **Priorities (2006-2007)**

- Further enhance community-based justice projects in Nunavut through capacity building at the community level;  
**Status:** *Community Justice Specialists continue to work with the committees and their coordinators to increase their capacity building by assisting them with obtaining funding for carrying out justice projects.*
- Train Community Justice committee members on mediation techniques;  
**Status:** *Training is on-going for communities that have not received mediation techniques.*
- Increase pre-charge diversions to Community Justice committees;  
**Status:** *Efforts to increase and promote pre-charge diversions have been ongoing through networking with RCMP, Crown and the Communities.*
- Introduce Community Justice Manual to regional justice specialists to utilize in the communities.  
**Status:** *The Community Justice Manual has been updated and translated into Inuktitut by our North Baffin Community Justice Specialist. This latest draft is currently under review for accuracy, once approved it will be made available to the justice committees for immediate use. Further to this process the manual is currently under Inuinnaqtun translation by our Kitikmeot Community Justice Specialist.*

#### **Priorities (2007-2008)**

- Improve the process of selecting and appointing community justice committee members: develop selection criteria, the nomination and evaluation process.
- Increase networking amongst the Crown, Government of Nunavut, Hamlets and the RCMP.
- Strengthen the financial management of contribution agreements for community justice committees.
- Continue to provide mediation training for communities, which have not already received it.
- Coordinate the mediation process for family law and the development of small claims at the community level.
- Explore additional funding mechanisms to expand victim's services to all regions.

## Human Rights Tribunal (Contribution from Directorate Branch)

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)	2007-2008	2006-2007
<b>Human Rights Tribunal</b>		599	593
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.			
<b>Total, Human Rights Tribunal</b>		<b>599</b>	<b>593</b>

### Priorities (2006-2007)

- To ensure the Nunavut Human Rights Tribunal is fully functional;  
**Status:** *Staff has been hired. Executive Director Internship staffed. Training is on-going for staff.*
- To develop procedural rules;  
**Status:** *Draft Rules of Procedure have been completed. When approved by the Tribunal Rules will be available to the public.*
- To issue the first Nunavut Human Rights Tribunal annual report;  
**Status:** *Annual Report was submitted to the Minister of Justice by August 31, 2006.*
- To study and make recommendations for systems to provide access to appropriate levels of legal services for applicants and respondents;  
**Status:** *Not yet started.*
- 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.  
**Status:** *Training activities continue through out the fiscal year. IQ consultations are planned for the 3<sup>rd</sup> & 4<sup>th</sup> quarter.*

### Priorities (2007-2008)

- Issue Annual Report on or before June 30<sup>th</sup>, 2007.
- Decrease time line for rendering Part 4 Decisions.
- Members, upon completing training and mentoring, will lead mediation sessions.

## Legal Services Board (Contribution from Directorate Branch)

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)	2007-2008	2006-2007
<b>Legal Services Board</b>		4,945	4,687
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>4,945</b>	<b>4,687</b>

### Priorities (2006-2007)

- 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;  
**Status:** *A reorganization of the court worker structure in June has caused LSB to reconsider its resource allocation for 2006-2007.*
- Continue with year two of a three-year plan to standardize pay and benefits for court-worker staff with the LSB;  
**Status:** *This plan is moving ahead with Innovation Funding from the Federal Government and in cooperation with the Department of Justice. A full-time Court worker Coordinator has been hired and work has begun on standardization of benefits and pay.*
- Expand the after-hours in-custody line to include information and education services;  
**Status:** *Early in 2007, then NLSB is going to consider including this service. With the influx of new lawyers the possibility of expanding our after hours line to include this services is greatly increased and it will be a matter of content and logistics that will have to be considered.*
- Greater traditional knowledge training for staff lawyers new to Nunavut;

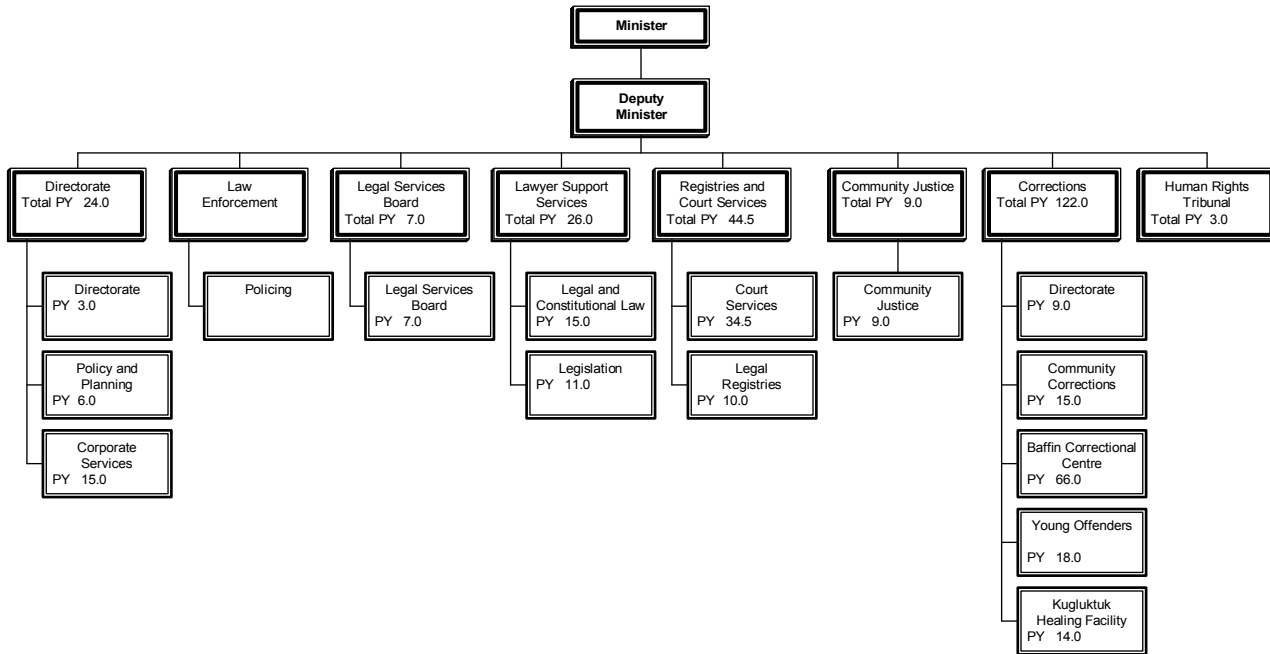
**Status:** *At our most recent staff meeting we had senior lawyers lecture and present on the topic of traditional knowledge. It is hoped that in the next meeting, these sessions can be expanded and Inuit can be incorporated into the training to share their traditional knowledge.*

**Priorities (2007-2008)**

- Recruit and standardize the NLSB Court-worker system. This path we have started in 2006 will remain the highest priority with NLSB. The Court-worker Coordinator will work to get every court-worker under NLSB contract and put into place a system of work division and reporting that will greatly enhance the effectiveness of the court-workers within the justice system.
- Improve Community circuit work coverage and procedures – NLSB will be expecting greater accountability and performance on circuits by all lawyers working within the system. A more proactive approach and greater community preparation will be implemented as standard operating procedures for circuits.
- Improve weekly and monthly reporting by all lawyers – Next to the court-worker project, the gathering of consistent and more thorough reports will be the highest priority for NLSB in 2007.
- Implementation of the NLSB accounting system – In line with our strategic plan, LSB will be implementing its own set of accounting books to be worked out with the Department of Justice. An accountant will be hired to facilitate this activity.

# APPENDIX I: Accounting Structure and Financial Summary

## Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	228.8
Vote 4/5 PYs	6.7
Revolving Fund PYs	-
<b>TOTAL PYs</b>	<b>235.5</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, as well as providing contributions to the Legal Services Board and the Human Rights Tribunal for their operations in Nunavut.

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.

### 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, Maintenance Enforcement 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 administer 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:

- Administering the disposition of the Courts by providing safe and secure custody for both adult and young offenders.
- Providing 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.
- Administering on-the-land camp operators and open custody facilities.
- Providing 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.

### Financial Summary

Branch	2007 - 2008 Main Estimates		2006 - 2007 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	2,697	34.0	2,661	30.0
Grants & Contributions	5,544		5,280	
Other O&M	411		217	
<b>Subtotal</b>	<b>8,652</b>		<b>8,158</b>	
<b>LAW ENFORCEMENT</b>				
Salary	-	-	-	-
Grants & Contributions	-		-	
Other O&M	21,287		21,287	
<b>Subtotal</b>	<b>21,287</b>		<b>21,287</b>	
<b>LAWYER SUPPORT SERVICES</b>				
Salary	2,468	26.0	2,193	24.0
Grants & Contributions	-		-	
Other O&M	190		186	
<b>Subtotal</b>	<b>2,658</b>		<b>2,379</b>	
<b>REGISTRIES &amp; COURT SERVICES</b>				
Salary	4,067	44.5	4,244	46.5
Grants & Contributions	-		-	
Other O&M	3,005		3,008	
<b>Subtotal</b>	<b>7,072</b>		<b>7,252</b>	
<b>CORRECTIONS</b>				
Salary	10,909	122.0	11,018	122.0
Grants & Contributions	-		-	
Other O&M	4,541		4,502	
<b>Subtotal</b>	<b>15,450</b>		<b>15,520</b>	
<b>COMMUNITY JUSTICE</b>				
Salary	764	9.0	603	6.0
Grants & Contributions	1,060		1,060	
Other O&M	129		109	
<b>Subtotal</b>	<b>1,953</b>		<b>1,772</b>	
<b>TOTAL</b>	<b>57,072</b>	<b>235.5</b>	<b>56,368</b>	<b>228.5</b>

\*\* Main Estimate dollars for the Legal Services Board and the Human Rights Tribunal are funded through a contribution agreement, shown within the Directorate Branch.

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

**Business  
Plan**

***2007-2008***

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## INTRODUCTION

The Department of Culture, Language, Elders and Youth provides 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 – *aajiqatigiingniq*.
- support 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 services 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;
- posting of all interior and exterior signs in Nunavut's languages; and
- 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 *Taimaatiq*, 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.
- Conducting regular workshops to develop standardized terminology in Inuktitut and Inuinnaqtun.
- Coordinating 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 Katimajit* and *Tuttarviit*. The *Katimajit* 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 *Katimajit* 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, and 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 Qaujimajatuqangit*. 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 Katimajit*, 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 2007-2008 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 *Sivuliqtiksats 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, 2006		Target for 2007-2008	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>74</b>		<b>74</b>	
Total Filled Positions	62	84	70	95
Total Vacancies	12	16	4	5
Total Beneficiaries	40	65	48	69
<b>Total Executive Positions</b>	<b>2</b>		<b>2</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>7</b>		<b>7</b>	
Total Filled Senior Management Positions	7	100	7	100
Total Vacant Senior Management Positions	0	0	0	0
Total Beneficiaries in Sr. Management Positions	4	57	4	57
<b>Total Middle Management Positions</b>	<b>9</b>		<b>9</b>	
Total Filled Middle Management Positions	7	78	9	100
Total Vacant Middle Management Positions	2	22	0	0
Total Beneficiaries in Middle Management Positions	4	57	6	66
<b>Total Professional Positions</b>	<b>29</b>		<b>29</b>	
Total Filled Professional Positions	24	83	27	93
Total Vacant Professional Positions	5	17	2	7
Total Beneficiaries in Professional Positions	14	58	17	63
<b>Total Paraprofessional Positions</b>	<b>17</b>		<b>17</b>	

Inuit Employment Representation	As of March 31, 2006		Target for 2007-2008	
	Number #	Capacity %	Number #	Capacity %
Total Filled Paraprofessional Positions	13	76	15	88
Total Vacant Paraprofessional Positions	4	24	2	12
Total Beneficiaries in Paraprofessional Positions	9	69	11	73
<b>Total Administrative Support Positions</b>	<b>10</b>		<b>10</b>	
Total Filled Administrative Support Positions	9	90	10	100
Total Vacant Administrative Support Positions	1	10	0	0
Total Beneficiaries in Administrative Support Positions	7	78	8	80

## 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 2007-2008 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 *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 *Sivuliqtiksat 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 Ilippallianguinnarniq: Continued Learning*, with a central goal to bring the government closer to the people.

The Department of Culture, Language, Elders and Youth was created as an expression of the desires of Nunavummiut for a government that represents their values, traditional knowledge, and approach to life. The department 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 1980's are now aging. Building code issues coupled with Nunavut's tremendous population growth are placing significant demand on the existing infrastructure.

## Elders

The 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 also provides an opportunity for elders to understand the modern influences on the lifestyle and work life of youth.

For the benefit of all Nunavummiut, there is a need to safeguard oral histories, 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 Qaujimagatuqangit*.
- 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.
- 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.

## CORE BUSINESS

Culture, Language, Elders and Youth programs:

	Budget (\$000)	
	2007-2008	2006-2007
Directorate	3,350	3,350
Official Languages	2,626	2,626
Culture and Heritage	3,814	3,814
Community Programs	2,586	2,586
Sport Nunavut	3,843	3,843
<b>TOTAL</b>	<b>16,219</b>	<b>16,219</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 Qaujimagatuqangit* initiatives across government and provides administrative support to the *Inuit Qaujimagatuqangit Katimajit*. The Policy and Planning, Corporate Services and *Inuit Qaujimagatuqangit* divisions, as well as the communications and human resources functions, are all managed from the Iqaluit headquarters office.

### Objectives

- Lead in coordinating *Inuit Qaujimagatuqangit* 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.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Deputy Minister's Office</b>		380	380
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	246
The Assistant Deputy Minister's office is responsible for overseeing the Official Languages and the <i>Inuit Qaujimagatuqangit</i> operations and services as well as assisting the Deputy Minister in departmental management.			
<b>Policy and Planning</b>		720	720
Reporting to the Deputy Minister, Policy and Planning coordinates strategic planning, develops departmental policy and legislation and oversees the communication function for the department.			
<b>Corporate Services</b>		825	825
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.

**Inuit Qaujimajatuqangit**

1,179

1,179

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 Katimajit* and chairs the interdepartmental Tuttarviit committee.

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**Total, Directorate**

**3,350**

**3,350**

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**Priorities (2006-2007)**

- Strengthen the presence of the *Inuit Qaujimajatuqangit* and *Tuttarviit* throughout Nunavut;  
**Status:** *Ongoing bi-weekly meeting with Tuttarviit.*
- Assess the Inuit Societal Values community projects;  
**Status:** *Community visits were completed in the fall of 2006.*
- Will produce an *Inuit Qaujimajatuqangit in the Workplace* resource manual;  
**Status:** *Ongoing with the elder advisor.*
- Collaborate with other government departments to develop a feasibility study of the Nunavut Cultural School; and  
**Status:** *The department collaborated with the Department of Education and is currently conducting a Piqqusilirivvik Feasibility Study.*
- Coordinate the implementation of the departmental Inuit Employment Plan.  
**Status:** *The implementation of the Inuit Employment Plan is ongoing.*

**Priorities (2007-2008)**

- Strengthen the presence of the Inuit Qaujimajatuqangit and Tuttarviit throughout Nunavut;
- Develop an Inuit Societal Values program for Nunavummiut;
- Produce an *Inuit Qaujimajatuqangit in the Workplace* resource manual;
- Ensure that *Inuit Qaujimajatuqangit Katimajit's* recommendations are submitted to the appropriate departments and incorporated into policies and programs across all departments.

**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 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.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Language Translations and Operations</b>		1,651	1,651
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	675
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</b>		<b>2,626</b>	<b>2,626</b>

### Priorities (2006-2007)

- Finalize the drafting of the two language bills: the *Inuit Language Protection Act* and the revised *Official Languages Act*, and all associated regulations;  
**Status:** *Drafts of the Inuit Language Protection Act and the Official Languages Act were completed. Stakeholders, including Inuit organizations, francophone organizations and the federal government, and all Nunavut communities were consulted on the new proposed language legislations.*
- Enhance and expand the *Asuilaak*, the Inuktitut Living Dictionary; and  
**Status:** *Terminology on statistics, finance, job titles and climate change were added to Asuilaak, the Living Dictionary.*
- Develop new initiatives to support Inuktitut as a working language of government.  
**Status:** *The division continues to stage on-going terminology workshops to develop new Inuktitut/Inuinnaqtun terms for many concepts used in daily operations of government. In*

collaboration with Nunavut Tunngavik Inc., the division produced and published a terminology booklet on climate change.

The division continues to develop and promote new computer tools to enable GN employees to use Inuktitut/Inuinnaqtun on the job. The Nunavut Utilities provides font conversion, transliteration and some spell checking capabilities for both Inuktitut and Inuinnaqtun. The development of an Inuktitut interface for MS Office and Windows was also supported.

### Priorities (2007-2008)

- Develop a comprehensive implementation plan of the *Inuit Language Protection Act* and the *Official Languages Act*, and all associated regulations;
- Enhance translation and terminology services provided to the public and language professionals;
- Begin work on establishing the *Inuit Uqausinginnik Taigusiliuqtiit* (Inuit Language Authority);
- Pursue negotiations with the federal government on a *Canada-Nunavut General Agreement for the Protection of French and Inuktitut Languages* that will respond to the needs of Nunavut.

## Culture and Heritage

Culture and Heritage is responsible for the conservation, protection, promotion and enhancement of the cultural richness of Nunavut. These objectives are achieved through the development and delivery of archaeology, toponymy, museums, archives and library policies, programs and services. Culture and Heritage administers public 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.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Culture and Heritage Operations</b>		1,001	1,001

Culture and Heritage operations provide overall direction and planning for the management and delivery of heritage initiatives in Nunavut. Key program responsibilities include the development of policies and programs designed to preserve and promote Nunavut's unique cultural heritage at the local, national, and international level.

<b>Culture and Communications</b>	275	275
Culture and Heritage provides funding to 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.		
<b>Support for the Arts</b>	275	275
Culture and Heritage provides contribution funding to community based individuals and organizations to encourage and support the continued development of the arts in Nunavut.		
<b>Culture and Heritage Grants and Contributions Program</b>	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.		
<b>Registered Heritage Centres Contributions Program</b>	300	300
Culture and Heritage provides core funding to support the operations of registered community heritage centres.		
<b>Archaeology Program</b>	129	129
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.		
<b>Archives Program</b>	100	100
The department maintains the formal record of the territory as mandated in the <i>Archives Act</i> . 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.		
<b>Toponymy Program</b>	110	110
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.		
<b>Library Services - Central Services</b>	906	906
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.		
<b>Community Library Support</b>	352	352
Culture and Heritage provides contribution funding to support the operations of community libraries across Nunavut.		
<b>Total, Culture and Heritage</b>	<b>3,814</b>	<b>3,814</b>

### Priorities (2006-2007)

- Begin implementation of a long-term archaeology training program in collaboration with the Inuit Heritage Trust;  
**Status:** *Completed. In July 2006 a long-term archaeology field training program was initiated in Hall Beach. Research and training at the site will continue for two more years.*
- Continue strategic planning for the establishment of a Nunavut Heritage Centre;  
**Status:** *Ongoing. The recommendations of the Trilateral Working Group for the capital financing of the Nunavut Heritage Centre will be submitted in the fall.*
- Begin implementation of a heritage repatriation strategy for Nunavut;  
**Status:** *Ongoing. In partnership with the Inuit Heritage Trust, the division will host a workshop in the fall of 2006 concerning the repatriation of human remains and burial objects of Nunavut origin.*
- Engage communities in the designation of historic sites through the Historic Places Initiative (HPI);  
**Status:** *Ongoing. Delays in implementation are anticipated as a result of the departure of a core member of the HPI staff. A multi-year contribution agreement with Parks Canada has been signed.*
- Build capacity in heritage resource management through the transfer and updating of heritage databases; and  
**Status:** *Ongoing. Meetings were held in May 2006 with representatives of the Yukon and NWT governments. Draft implementation plan for archaeological/palaeontological records is in development and meetings with federal government representatives are planned for fall 2006. Enhancement of the toponymy, historic places and related database continues.*
- Promote Nunavut's culture and heritage internationally through the *Our Land* exhibition.  
**Status:** *Ongoing. Exhibition opened in Santa Fe, New Mexico in October 2006, in New Hampshire in March 2007, and in Lexington, Kentucky in December 2007. Three other US venues are on hold for the exhibition between 2007 and 2009.*

### Priorities (2007-2008)

- Continue capital and strategic planning for the Nunavut Heritage Centre;
- Expand and enhance archaeology training program in collaboration with the Inuit Heritage Trust;
- Phased implementation of human remains repatriation strategy;
- Assist communities in the protection and designation of historic sites through the Historic Places Initiative;
- Continue planning for the transfer and development of Nunavut's heritage databases;
- Continue the international promotion of Nunavut's culture and heritage through the *Our Land* exhibition;
- Enhance operations and services of Nunavut Public Library Services through upgrading of computer systems;

- Enhance delivery of toponymy programs and services by offering toponymy contributions to community based individuals/non-profit organizations and collaboratively work with Inuit Heritage Trust and Nunavut Tunngavik Incorporation;
- Continue digitization of Inuit Cultural Institute audio collection.

## 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*.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Community Programs Operations</b>		1,065	1,065
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.			
<b>Elders, Youth and Leisure Programs and Services</b>		1,521	1,521
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.			
<b>Total, Community Programs</b>		<b>2,586</b>	<b>2,586</b>

### Priorities (2006-2007)

- 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 by 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 specific recommendations resulting from the *Promoting Elders Needs Strategy* to address the needs of Elders/seniors in Nunavut;

**Status:** *Tabled in house in the November session. Survival Skill - Train the Trainer workshop has been held.*

- Collect and document oral history in Nunavut communities; and

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

- Build capacity in the Nunavut Volunteer Network through workshops and a symposium.

**Status:** *The symposium has been replaced by in-community volunteer recognition awards supported by the department.*

### **Priorities (2007-2008)**

- Due to majority of the recommendations being met, renew the *Youth Identity Development Strategy* to further meet youth issues;
- Provide liaison between the department and communities by holding workshops and assisting proponents on available grants and contributions;
- Implement specific recommendations resulting from the *Promoting Elders Needs Strategy* to address the needs of Elders/seniors in Nunavut;
- Promote the level of physical activity in Nunavut through the *Active Living Campaign*.

## **Sport Nunavut**

Sport Nunavut is responsible for the promotion and development of sport and recreational opportunities for all Nunavummiut. Sport Nunavut is also responsible for the delivery of the territory's recreational programs through regional staff located in Igloolik, Baker Lake and Kugluktuk. 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 (NAIG).

### **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 participatory sport and recreation experiences to help Nunavummiut make healthy lifestyle choices with regard to physical activity and sport.
- To promote and assist community recreation personnel in organizing and funding healthy sport and recreation activities at the community level.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Sport and Recreation Program Support</b>		1,486	1,486
These programs are designed to support sport programs in their administration and operations.			
<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 and programs.			
<b>Total, Sport Nunavut</b>		<b>3,843</b>	<b>3,843</b>

**Priorities (2006-2007)**

- Work with stakeholders in developing and promoting traditional sports (Inuit Games) resources and events;  
**Status:** *Inuit Games participants will be selected through territorial competitions for involvement at the 2007 Canada Winter Games.*
- Continue to provide mentorship and training opportunities to volunteer coaches in Nunavut;  
**Status:** *Regional clinics will be offered on an application basis throughout the territory in the fall of 2006.*
- Assist territorial sport organizations and sport clubs in the development of their individual sports through assistance in coordinating and funding training and competition opportunities;  
**Status:** *Assistance has and will be provided through the Atii Aksut high performance program. Planning for regional and territorial championships in all registered sports. Regional events are open to all affiliated sport participants in their respective age groups.*
- Assist territorial sport organizations and Nunavut sport clubs in the identification, selection, preparation and presentation of Team Nunavut representatives for multi-sport games;  
**Status:** *The Nunavut Wrestling Association participation in the 2006 N.A.I.G. with assistance from Sport Nunavut. Teams attending the 2007 Canada Winter Games in the sports of speed skating, curling, table tennis, judo and badminton will be provided assistance in the selection and preparation of their teams.*
- Seek outside funding and/or joint funding opportunities with private sector agencies that will ensure the continued growth of sport involvement in Nunavut;  
**Status:** *Sport Nunavut will pursue partnership with “arms length” and private sector entities for contribution to the promotion and development of Team Nunavut (eg. Partial*

contributions for team uniforms) The Pan Northern initiative has enabled additional partnerships with other GN departments (eg. EDT).

- Coordinate the Government of Nunavut's representation in multi-sport games i.e. the Arctic Winter Games 2006 and Canada Winter Games 2007;  
**Status:** Presented the 2006 NAIG Team Nunavut, will present the 2007 Canada Winter Games Team Nunavut.
- Coordinate and implement the Pan Territorial Sport Development Strategy;  
**Status:** Report for 2005-2006 is compiled and ready for submission to Sport Canada.
- Assist with transportation costs for athletes, coaches and officials participating in sport competitions between two or more neighbouring communities;  
**Status:** Funds have been issued in all three regions of Nunavut for the Intercommunity Sport Development program.
- Provide funding assistance for communities to offset costs of the provision of pool supervisors, lifeguards and assistants to operate pools or waterfront programs and provide supervised aquatic activities for all community residents;  
**Status:** Funds have been committed for summer pool operating contributions in all three regions.
- Provide sport skill advancement at the local level; and  
**Status:** Funds have been issued for sport skills development in the Baffin region.
- Assist with organization and travel costs in the support of Inuit Games.  
**Status:** Funds have been committed for Regional Summer Games in the Kivalliq (August 17 – 20, 2006), Kitikmeot (August 1 – 6, 2006), North Baffin (September 8 – 10, 2006) and South Baffin (September 29 – October 1, 2006) regions of Nunavut.

### **Priorities (2007-2008)**

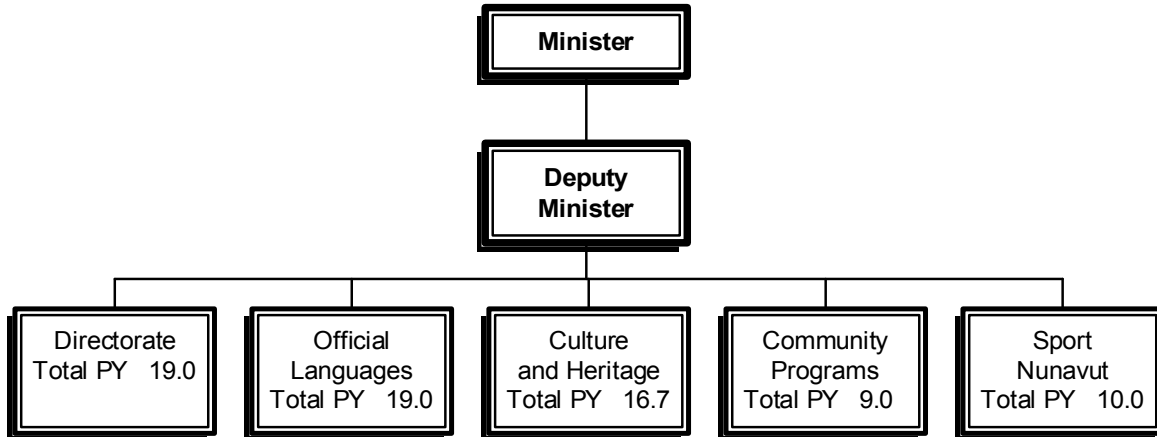
- Work with stakeholders in developing and promoting traditional sports (Inuit games) resources and events;
- Continue to provide mentorship and training opportunities to young coaches in Nunavut;
- Assist territorial sport organizations and sport clubs in the development of their individual sports through 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 2008 Arctic Winter Games and 2007 Western Canada Summer Games;
- Coordinate and implement the Pan Territorial Sport Development Strategy;
- Assist community recreation personnel in organizing and funding of local community events and competitions;

*Department of Culture, Language, Elders and Youth*

- Assist with transportation costs for athletes, coaches and officials participating in sport competitions between two or more neighbouring communities;
- Provide funding assistance for communities to offset cost of the provisions of pool supervisors, lifeguards and assistants to operate pools or waterfront programs and provide supervised aquatic activities for all community residents;
- Provide sport skill advancement at the local level;
- Assist with organization and travel costs in the support of Inuit Games.

## 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 Qaujimagatuqangit* initiatives across government and provides administrative support to the *Inuit Qaujimagatuqangit Katimajit*. The Policy and Planning, Corporate Services and *Inuit Qaujimagatuqangit* 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.

### Community Programs

Community Programs is the community and organizational development arm of the department. Community Programs funds and provides hands-on support for the development of elders, youth, and leisure 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.

### 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.

## Financial Summary

Branch	2007 - 2008 Main Estimates		2006 - 2007 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	2,164	19.0	2,164	19.0
Grants & Contributions	200		200	
Other O&M	986		986	
<b>Subtotal</b>	<b>3,350</b>		<b>3,350</b>	
<b>OFFICIAL LANGUAGES</b>				
Salary	1,430	19.0	1,430	19.0
Grants & Contributions	300		300	
Other O&M	896		896	
<b>Subtotal</b>	<b>2,626</b>		<b>2,626</b>	
<b>CULTURE AND HERITAGE</b>				
Salary	1,431	16.7	1,431	16.7
Grants & Contributions	1,668		1,668	
Other O&M	715		715	
<b>Subtotal</b>	<b>3,814</b>		<b>3,814</b>	
<b>COMMUNITY PROGRAMS</b>				
Salary	1,002	9.0	1,002	9.0
Grants & Contributions	930		930	
Other O&M	654		654	
<b>Subtotal</b>	<b>2,586</b>		<b>2,586</b>	
<b>SPORT NUNAVUT</b>				
Salary	1,043	10.0	1,043	10.0
Grants & Contributions	2,357		2,357	
Other O&M	443		443	
<b>Subtotal</b>	<b>3,843</b>		<b>3,843</b>	
<b>TOTAL</b>	<b>16,219</b>	<b>73.7</b>	<b>16,219</b>	<b>73.7</b>

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**Department of  
Education**

**Business  
Plan**

***2007-2008***

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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 (NAC), other Government of Nunavut 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 Qaujimagatuqangit*, 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 Qaujimagatuqangit* 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.
- All Education staff are encouraged to have their e-mail signature block in all official languages.
- Public documents are translated into all of Nunavut's languages.
- Requests for proposals and advertising are translated into Nunavut's languages.
- All departmental forms are available in the four official languages.
- All interior and exterior departmental signs are posted in Nunavut's languages.
- Department of Education staff business cards are printed in all official languages.
- The Department of Education is striving to adhere to the Government of Nunavut 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 LINK TO PINASUAQTAVUT

The Department of Education has been identified as the lead for seven priorities under *Pinasuaqtavut*. These priorities are dealt with in more detail in the lines of business later in this plan. In each instance, some or all of the basic principles of *Pinasuaqtavut* are met through these. The seven items are:

**Trade School** – this will remain a priority for the department, in part by working with NAC in the development of the Trade School, and in general through components of the Nunavut Adult Learning Strategy (NALS).

**Education Act** – this will remain a priority for 2007-2008, under both K-12 and Administrative Support Services, as Regulations are prepared.

**Language of Instruction Strategy** – this remains a priority for 2007-2008 under K-12 Schools line of business.

**Curriculum** – this area remains a priority for 2007-2008 under K-12 Schools.

**Inuktitut in Schools** – this remains a priority for 2007-2008 under K-12 Schools.

**Nunavut's Promise to Children and Youth** – a five year strategy will be prepared for 2007-2008 as a result of ongoing consultations.

**Viability of major professional, vocational and trades training programs** – this is a priority associated with the NALS and other adult program and post secondary program work for 2007-2008.

## Inuit Qaujimajatuqangit

The Department of Education is working to establish *Inuit Qaujimajatuqangit* 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 a Nunavut Cultural School, the development of appropriate and culturally-relevant curriculum and the implementation of the Bilingual Education Strategy and the Language of Instruction model are just a few examples of the progress being made in this area.

In order to reflect the wishes of Nunavummiut, the incorporation of *Inuit Qaujimajatuqangit* 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 *Sivuniksaliurniq* 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 to Children and Youth, which is a partnership strategy to support the health, learning, safety and wellness of children and youth in Nunavut.

## **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. The department is also reflecting Inuit societal values and fostering a sense of Inuit ownership by clearly identifying and implementing practical ways to incorporate *Inuit Qaujimajatuqangit* into the delivery of all programs and services.

## **Self Reliance**

The Department of Education is complying with the Nunavut Land Claims Agreement. The department is also supporting self reliance by implementing the recommendations in the Adult Learning Strategy and by partnering in the development and implementation of the Nunavut Trade School, as well as leading initiatives in trades training. 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*. Work is also progressing on the development and implementation of a Nunavut Trade School and providing support to Culture, Language, Elders and Youth for the Nunavut Cultural 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 NAC to implement the recommendations resulting from the review of the Nunavut Teacher Education program. The department is also working on various trades training programs, as well as creating curriculum specific to Nunavummiut and our land.



## INUIT EMPLOYMENT PLAN

### Inuit Employment Goals

The Department of Education produces an annual Inuit Employment Plan (IEP) in accordance with Article 23 of the Nunavut Land Claim 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, 2006 indicate 53% of current employees in the department are beneficiaries.

### Department Inuit Employment Targets

Inuit Employment Representation	As of March 31, 2006		Target for 2007-2008	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>1,134</b>		<b>1,134</b>	
Total filled Positions	1,040	92	1,035	92
Total Vacancies	94	8	99	8
Total Beneficiaries	551	53	632	61
<b>Total Executive Positions</b>	<b>3</b>		<b>3</b>	
Total Filled Executive Positions	3	100	3	100
Total Vacant Executive Positions	0	0	0	0
Total Beneficiaries in Executive Positions	1	33	2	67
<b>Total Senior Management Positions</b>	<b>17</b>		<b>17</b>	
Total Filled Senior Management Positions	14	82	17	100
Total Vacant Senior Management Positions	3	18	0	0
Total Beneficiaries in Senior Management Positions	3	21	9	53
<b>Total Middle Management Positions</b>	<b>120</b>		<b>120</b>	
Total Filled Middle Management Positions	112	93	120	100
Total Vacant Middle Management Positions	8	7	0	0
Total Beneficiaries in Middle Management Positions	33	29	60	50
<b>Total Professional Positions</b>	<b>498</b>		<b>498</b>	
Total Filled Professional Positions	486	98	478	96
Total Vacant Professional Positions	12	2	20	4
Total Beneficiaries in Professional Positions	126	26	191	40
<b>Total Paraprofessional Positions</b>	<b>342</b>		<b>342</b>	
Total Filled Paraprofessional Positions	287	84	291	85
Total Vacant Paraprofessional Positions	55	16	51	15
Total Beneficiaries in Paraprofessional Positions	254	89	250	86
<b>Total Administrative Support Positions</b>	<b>154</b>		<b>154</b>	
Total Filled Administrative Support Positions	138	90	126	82
Total Vacant Administrative Support Positions	16	10	28	18
Total Beneficiaries in Administrative Support Positions	134	97	120	95

## **2006-2007 Inuit Employment Initiatives**

The Department of Education has been very successful meeting its Inuit employment targets in the paraprofessional (89% beneficiaries) and administrative support (97% beneficiaries) categories. However, the department has remained at a 49-50% overall Inuit employment range since 2001, however, the Department had reached 53% at the start of 2006-2007, 3% increase over 2005-2006.

Before the department can increase its overall level of Inuit beneficiaries' employment, significant progress will have to be made towards increasing the number of Inuit teachers and middle managers. With this in mind, the department, NAC and a team of experts completed a plan for revitalizing the Nunavut Teacher Education program. During the 2007-2008 fiscal year, the department and NAC will jointly work to implement the recommendations in the plan 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 NALS 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 GN IEP, the NALS, 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, Nunavut Bureau of Statistics Estimate), while the total population of Canada was estimated to be 31,946,316. The population of Nunavut lives in 25 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 Qaujimajatuqangit, 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 the Office of the Commissioner of Official Languages for Canada provide the following demographic linguistic data for Nunavut:

<b>First Language of Population, Territory of Nunavut, 2001</b>	
<b>Mother Tongue</b>	<b>Population (%)</b>
Inuktitut	69.6
English	26.8
French	1.5

(Source: 2001 Census of Canada)

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 Government of Nunavut is committed to incorporating *Inuit Qaujimajatuqangit* 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 *Inuit Qaujimagatuqangit*, language and culture into all of its programs and services. Following the release of Thomas Berger's report *The Nunavut Project*, the department is working towards implementing the outlined recommendations. 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; implementing the recommendations in the NALS and the review of the Nunavut Teacher Education program; and the development and implementation 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.

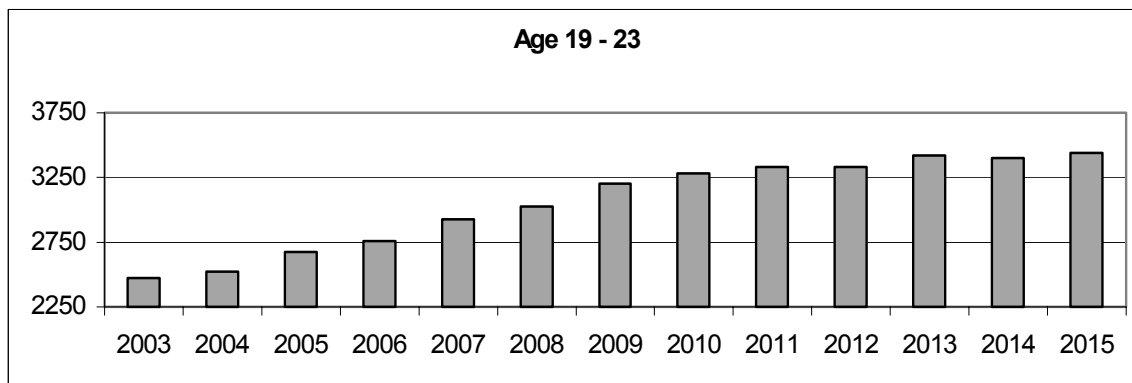
## **Early Childhood Education**

The government does not operate childcare facilities, but it does offer funding and support to help organizations or groups to operate these facilities. The department is working to help increase the number of licensed community childcare facilities as well as the number of childcare spaces. However, the biggest obstacle to starting a daycare 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.

### Projected Population: 19-23 Years of Age Group



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 work on the NALS has served to increase the level of cooperation and collaboration between agencies involved in education and training in Nunavut, including the development of partnerships that support the development goals of Nunavut. There will be a need to identify priorities, plan development, and monitor and evaluate adult training and education initiatives, in keeping with the NALS. The department will lead the implementation of the NALS and partner in the development of the Nunavut Trade School.

### Income Support

From 1999 to 2003 income support caseloads and expenditures were relatively stable. Since 2004, caseloads and expenditures have started to increase at rates that will not be sustainable in the future, with monthly caseloads between 3,139 and 3,607. Approximately 5,806 different heads of household continue to seek income support during the year. This represents over 75% of all households in Nunavut that have been on income support at some point in the year 2005.

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

Nunavut has the youngest population in Canada, with sixty percent of Nunavummiut below the age of 25. Nunavut's working age youth population (aged 15 – 24) comprises 22.5% of the total working age population in the territory, 25% higher than the national average of 18% (Nunavut Bureau of Statistics, 2005; Statistics Canada, 2005).

The demographics of income support continue to show a significant trend towards more single person households between the ages of 18 and 25 relying on assistance. As Nunavut's large cohort of young people move to adulthood, work has to continue to improve the link between income support to programs and services that provide Nunavummiut with the skills to fully participate in their community and the economy. Self-reliance is a shared responsibility between the individual, the community and the government.

Economic growth is projected to remain steady with an average growth rate of 2.4% a year projected over the next twenty years (Impact Economics, 2005); unemployment remains high and large regional and community disparities exist. Although federal data on Nunavut's unemployed labour force are difficult to obtain, the federal government presently applies a national unemployment rate in Nunavut of 25% (Statistics Canada, 2005).

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 development and a sense of accomplishment. For income support workers to be more effective in their jobs, they will require more professional development and training in case management and counseling techniques.

In September 2006 work began on an automated Income Support system. Such a system will track program overpayments, produce cheques, track earned income, produce statistics, meet federal reporting requirements under the National Child Benefit, and automatically produce taxable income statements (T-5s) at the end of the calendar year. The system could also assist in identifying individuals who need help applying for their eligible federal old age benefits.

## 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 lead the implementation of the recommendations in the NALS.
- 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*.
- 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 *Inuit Qaujimagatuqangit* research and its application to departmental initiatives such as curriculum and learning resource development.
- The department needs to partner in the development and implementation of the Nunavut Trade School.
- The department needs to support inter-departmental suicide prevention and school health initiatives.
- The department needs to continue to work with NAC 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.
- There is a need to retain third party funding sources to cover reductions in federal support in literacy, scholarships and language training.
- The department needs to respond to recommendations made in Thomas Berger's report on *The Nunavut Project*.
- The impact of realignment of federal funding programs and cuts on services currently offered.

## CORE BUSINESS

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

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”. Therefore, care should be taken when linking activity presented in this Business Plan to the Department of Education 2007-2008 Main Estimates that present the actual appropriation by branch.

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

	Budget (\$000)	
	2007-2008	2006-2007
Early Childhood Education	2,700	2,650
K-12 Schools	120,040	115,495
Post Secondary	23,031	22,782
Adult Programs	5,415	5,588
Income Support	33,610	33,610
Administrative Support Services	4,158	4,143
<b>TOTAL</b>	<b>188,954</b>	<b>184,268</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.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Healthy Children Initiative</b>		885	915

The Healthy Children Initiative (HCI) provides funding for communities to develop or enhance programs for prenatal children to age 6, 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 (DEAs), *Commission Scolaire Francophone du Nunavut (CSFN)*, or hamlet offices, and is administered by regional committees.

<b>Day care Grants and Contributions</b>	1,595	1,585
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Community day care centres are licensed by the Department of Education under the *Child Day Care Act*. Regional Offices are responsible for issuing start up grants to new day cares, ongoing program contributions, inspecting the centres annually, and providing licensing support. The Department of Education is also responsible to train licensing officers.

<b>Young Parents Stay Learning</b>	220	150
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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.

<b>Total, Early Childhood Education</b>	<b>2,700</b>	<b>2,650</b>
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**Priorities (2006-2007)**

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

**Status:** *During the year, the federal government identified different priorities within the Early Learning and Child Care area and the department is working with it to ensure Nunavut's needs are responded to.*

**Priorities (2007-2008)**

- Increase awareness in communities of early childhood programs to ensure children are ready for school;
- Develop a stronger link between early childhood programs and schools to help ensure a smooth transition between the two, especially for children with special needs;
- Support the development of additional licensed child care facilities in larger communities;
- Encourage and support the use of culturally appropriate materials and resources in child care centres.

**K-12 Schools**

The K-12 Schools 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 and the *CSFN*, 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 and the CSFN 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.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Kindergarten – Grade 12 Instruction</b>		87,635	85,638
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>		10,323	10,159
Provides contribution funding to DEAs for the administration and delivery of educational programs.			
<b>Inuit Educational Leadership</b>		396	325
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 NAC 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	2,161
Provides contribution funding through a contractual agreement with the Teachers Federation Joint Committee, which is comprised of the Nunavut Teachers Association and the Department of Education management staff. Teachers are able to access professional development opportunities.			
<b>Curriculum and School Services</b>		6,639	5,318
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 and School Services</b>		195	199
Provides overall direction and administration for student records, teacher certification and school program reviews through the School Services section in Pangnirtung.			
<b>School Operations – Regional</b>		10,570	9,610
Three Regional School Operations offices provide services and ongoing support to DEAs, program support and supervision of 42 schools (K-12) across Nunavut.			
<b>Commission Scolaire Francophone du Nunavut</b>		121	85
Provides funding for the Director-General position and delivery of French educational programs.			

**French Program**

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.

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**Total, K-12 Schools**

**120,040**

**115,495**

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**Priorities (2006-2007)**

- Work with DEAs, the CSFN and school staff to set goals for the actualization of the Bilingual Education Strategy;

**Status:** *In-service in schools across Nunavut focused on the language program models approved for the Bilingual Strategy and community planning to determine the appropriate model for each school. School plans included determining long term staffing needs to deliver instruction in Inuktitut from K-12.*

- Develop the K-12 curricula and Inuktitut teaching resources that are set out in the departmental work plan and Bilingual Education Strategy;

**Status:** *Developed new Inuktitut Language Arts teaching units and learning materials for grade 12, for grades 1-3 and initiated the development of Inuktitut units and materials for grades 7-9. Continued work on Inuinnaqtun Second Language Framework and revitalization with Elders and Inuit educators in the Kitikmeot. Completed more English Second Language units for grades 7-9.*

- Strengthen DEAs and the CSFN through the DEA Steering Committee and the dissemination of information and the provision of skills training;

**Status:** *Held DEA Steering Committee meetings with a focus on developing understanding of basic foundation documents such as the Inuit Qaujimaqatun Framework, Language of Instruction models and how DEAs can work with communities to increase their understanding of these building blocks for a transformed school system.*

- Collaborate with the Nunavut Teachers Association (NTA) and NAC to develop a strategy for teacher education that allows for increased training, travel and release time;

**Status:** *Director of Curriculum and School Services participated on the panel appointed by the Minister to develop a 10 year Educator Training Strategy for Nunavut. Strategy was submitted and approved by Cabinet.*

- Hold in-service professional development training for teachers on effective student assessment practices that are appropriate for Nunavut;

**Status:** *In-service training has started. Two student assessment positions have been advertised as has one program evaluation position. Training will continue for 2007-2008.*

- Increase the capacity of the Regional School Services Offices to allow them to deliver support to ensure accountability, student success, training and professional development, and implement the Bilingual Education Strategy;

**Status:** *Regional School Operations have been granted positions to assist with the implementation of the Bilingual Education Strategy: two positions in Qikiqtani; one in the Kivalliq; and one in the Kitikmeot.*

- Complete consultations with DEAs, the CSFN and school staff regarding the implementation of phase II of the School Funding Formula;

**Status:** *Some changes have been made to provide additional financial resources to the DEAs and CSFN.*

- Authorize new graduation options to enable implementation of the Multiple Option Strategy for pre-trades;

**Status:** *The grade 10 pre-trades pilot in Kugluktuk was extended to grade 11 in 2006-2007 and pre-trades started in Cambridge Bay. Taloyoak, Whale Cove and Chesterfield Inlet started work on the History, Heritage and Cultural Studies option.*

- Explore the delivery and enhancement of programs offered by distance education;

**Status:** *Curriculum and School Services completed a report on lessons learned about distance education from similar jurisdictions, initiated a working group on distance education, developed and offered a pilot project with high school students on Inuit Qaujimagatuqangit principles through distance education, and initiated Masters degree courses through distance delivery.*

- Collaborate with other government departments to ensure the integration of healthy living strategies under the School Health Initiative;

**Status:** *The department works closely with the Senior Officials Healthy Living Committee and with Nunavut's Promise for Children and Youth.*

- Implement the Nunavut School Improvement Planning Process which includes procedures for planning and assessment, instruction, positive learning environment and professionalism;

**Status:** *School improvement activities took place in Qikiqtani and Kivalliq region communities using the process provided by Curriculum and School Services and the Educational Leadership Program included training on the process.*

- Demonstrate a means of system-wide assessment in math and writing linked to the outcomes of new Nunavut curricula;

**Status:** *The grade 3 math test pilot process was completed, the tool adapted based on feedback from the pilot and implementation of the test across all grade 3 classes prepared for May 2007. Recommendations from a consultant for completion of the grade 7 writing assessment process were used to develop an action plan for implementation of appropriate procedures across Nunavut.*

- Support the CSFN in the implementation of its action plan;

**Status:** *The department continues to work closely with the CSFN and meet regularly around roles and responsibilities, programming and student support.*

- Recruit more Francophone students and support the right holders of the *Commission Scolaire Francophone du Nunavut*;

**Status:** *The department worked with the CSFN in identifying additional support in terms of both O & M and Staffing. The O & M was for the purchasing of resources for the library, research feasibility study for high school programs and general school resources. The department also provided additional staff for children with learning disabilities and language revitalization.*

- Complete the feasibility study for a French Immersion program.

**Status:** *The feasibility study for the French Immersion is completed and an Intensive French pilot program is now being offered at Aqsarniit Ilinniaravik in Iqaluit for grade 7 students.*

### **Priorities (2007-2008)**

- Collaborate with the NTA and NAC to implement the 10 year strategy for educator training that allows better access to teacher and other educator training across Nunavut;
- Continue training and support of DEAs, the CSFN and school staff to work with community members to implement the Bilingual Education Strategy model and staffing plan in their school(s);
- Continue implementation of the Nunavut School Improvement Planning Process which includes procedures for working with community members to identify school goals and action plans related to program planning, student assessment, instruction, positive learning environment and professional development;
- Hold in-service professional development training for teachers on foundational curriculum documents including the IQ Educational Framework, Bilingual Education, the inclusion directive and the assessment directive;
- Hold in-service training for teachers from K-7 on the new math curriculum and instructional needs related to the results of the grade 3 math assessment;
- Continue existing pilot projects and implement new pilot projects for the Multiple Options Program Strategy;
- Use the research completed on distance education to develop a five year plan for distance education program delivery for high schools and continue implementation of training program delivery through distance;
- Implement system-wide assessment in grade 3 math, develop the grade 6 math assessment tool and implement the grade 7 writing assessment process linked to the outcomes of new Nunavut curricula.

### **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 (NAC), 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 ensure financial need is not a barrier to post secondary education.

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

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Nunavut Arctic College</b>		16,099	15,899
<p>The department provides base funding for NAC. The college delivers post secondary education and training opportunities to Nunavummiut through its main campuses and learning centers throughout Nunavut. It 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; however the college also participates in several partnership arrangements, including brokering programs with other post secondary institutions and private sector partners.</p>			
<b>Financial Assistance for Nunavut Students (FANS)</b>		6,477	6,417
<p>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.</p>			
<b>Adult Learning</b>		260	266
<p>The Director's Office oversees the delivery of programs in adult literacy, apprenticeship, career planning and student financial assistance.</p>			
<b>Inuit Cultural School</b>		195	200
<p>In support of <i>Pinasuaqtavut</i>, this program provides initial funding for planning the development and implementation of the academic component of the Inuit Cultural School.</p>			
<b>Total, Post Secondary Education</b>		<b>23,031</b>	<b>22,782</b>

#### Priorities (2006-2007)

- Review the *Student Financial Assistance Act*, Regulations, policies and guidelines to ensure effective program delivery, accountability and student eligibility;  
**Status:** *Work has begun; however, this has been identified as a multi-year review. FANS deadlines to be reverted back to Northwest Territories Student Financial Assistance Regulation deadlines due to the increasing number of applications in for assessments. This became effective for 2006-2007 academic year.*
- Complete community consultations for revisions to the *Public Colleges Act*;  
**Status:** *NAC will be the leading the review.*
- Work with Nunavut Arctic College to implement recommendations arising from the review of the Nunavut Teacher Education program;  
**Status:** *The review is complete and the next steps are being considered.*
- Develop and implement a formal post secondary program approval process.  
**Status:** *Approaches are being considered as part of the NALS.*

### Priorities (2007-2008)

- Continue extensive review of *Student Financial Assistance Act*, Regulations, policies and guidelines, to ensure effective program delivery, accountability, and student eligibility as well as respond to the Auditor General's report;
- Implement aspects of the NALS.

## 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.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Career Development</b>		93	95
This program develops and implements a coordinated plan for career/labour market training programs to meet needs of residents - linked to regional field operations.			
<b>Apprenticeship Programs</b>		1,084	1,095
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>		377	378
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>		375	379
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.			

**Training on the Job**

714 794

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.

**Career and Early Childhood Services – Regional**

2,645 2,721

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.

**Skills Canada**

127 126

The program is responsible for financial management, board development and governance, organizational leadership, fundraising, and program development for Skills Canada/Nunavut.

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**Total, Adult Programs**

**5,415 5,588**

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**Priorities (2006-2007)**

- Implement the Cabinet approved recommendations in the Adult Learning Strategy;  
**Status:** *Work will continue on this priority.*
- Lead the development and implementation of a Nunavut Trade School;  
**Status:** *NAC has been identified as the lead agency on this project. The Department of Education will continue to provide support.*
- Work in partnership with Culture, Language, Elders and Youth (CLEY) on the development and implementation of the Nunavut Cultural School;  
**Status:** *CLEY has taken over the leadership role on this project. Education will continue to provide support.*
- Research the current status of literacy in Nunavut and develop a comprehensive literacy framework that will meet the needs of Nunavummiut;  
**Status:** *The Department of Education needs to re-evaluate a literacy framework, due to the recent federal reduction in funding for literacy.*
- Research and develop a user-friendly Career Development Officer Training Manual for use across Nunavut;  
**Status:** *A procedural manual has been prepared, and work is continuing on more.*
- Review the *Apprenticeship, Trades and Occupation Act*;  
**Status:** *This has been deferred until 2007-2008.*
- Research options for Labour Market Case Management systems.  
**Status:** *This has been deferred until 2007-2008.*

**Priorities (2007-2008)**

- Implement the actions identified in the NALS by:

- Establishing the Implementation Panel which will report directly to the Legislative Assembly with an annual report card.
- Establishing the Management Committee to assist in the research and to support logistical coordination of actions identified in the NALS.
- Begin work on the development of Mature High School Graduation Options for Nunavummiut which links separate programs such as General Equivalency Diploma, Literacy, High School and Adult Basic Education and Essential Skills.
- Reorganize the Department of Education to provide “learner-centred” services, with improved departmental efficiency and effectiveness.
- Within the context of departmental reorganization, define ways to implement recommendations contained in NALS to introduce community-based career development services, with a supporting structure.
- Begin to implement changes to the Apprenticeship, Trades and Certified Occupations Programs in line with actions identified in NALS, and in support of the Nunavut Trade School.

## 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; to hunters and trappers; to those working in low paying jobs that have high expenses; to those who provide volunteer services within a community; to elders and for those who are 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)	2007-2008	2006-2007
<b>Income Support (Social Assistance)</b>		26,603	26,603

This program provides for the regional delivery of Income Support program benefits made under the *Social Assistance Act* 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.



<b>Day Care Subsidy</b>	655	655
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.		
<b>Seniors Fuel Subsidy</b>	169	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.		
<b>Territorial Senior Supplement Benefit</b>	1,012	1,012
Under the <i>Senior Citizens Benefits Act</i> , 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.		
<b>Building Careers – Training</b>	664	914
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 the Income Support program.		
<b>Community Income Support Delivery</b>	882	1,137
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 <i>Social Assistance Act</i> , regulations and related policies and procedures.		
<b>Social Assistance Administration – Regional</b>	2,390	1,911
This is a regionally administered program to administer and deliver the income support program in accordance with the provisions of the <i>Social Assistance Act</i> , regulations and related policies and procedures.		
<b>Income Support – Director</b>	1,011	1,023
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.		
<b>Income Support – Program Compliance</b>	224	225
This program monitors accountability and ensures that the <i>Social Assistance Act</i> , 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.		
<b>Total, Income Support</b>	<b>33,610</b>	<b>33,610</b>

**Priorities (2006-2007)**

- Develop and implement an electronic case management system for use across Nunavut;  
**Status:** *It is anticipated that the application will be rolled out in phases beginning in mid April 2007.*
- Complete a review of the funding formula for community contracts to deliver income support.  
**Status:** *Work on this initiative was postponed.*

**Priorities (2007-2008)**

- Roll out of the new Income Support Electronic Delivery System;
- Provision of adequate training in the use of the new electronic delivery system for all staff involved in administration of the programs that fall under the umbrella of Income Support;
- Develop options to streamline the administration of the day care user subsidy program.

**Administrative Support Services**

Administrative Support Services includes the Directorate that provides overall direction and leads the department and provides for centralized services through the Corporate Services and Policy and Planning divisions. 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 *Inuit Qaujimagatuqangit* Coordinator are all managed from the Directorate.

**Objectives**

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

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2007-2008</b>	<b>2006-2007</b>
<b>Directorate</b>		1,208	1,198
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>		841	847
The Policy and Planning division has responsibility for developing departmental policy and communications. The division is responsible for integrating and coordinating policy, legislation development, departmental planning, and providing advice on policy and strategic direction to the			

Directorate as required. This division also works to ensure effective communication within the department, the GN and with Nunavummiut.

**Corporate Services** 2,109 2,098

The Corporate Services Director's Office administers the following four areas: finance and administration; human resources; capital planning; and information systems/integrated computer technology. This division provides direction for financial services to all sectors of the department.

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**Total, Administrative Support Services** 4,158 4,143

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**Priorities (2006-2007)**

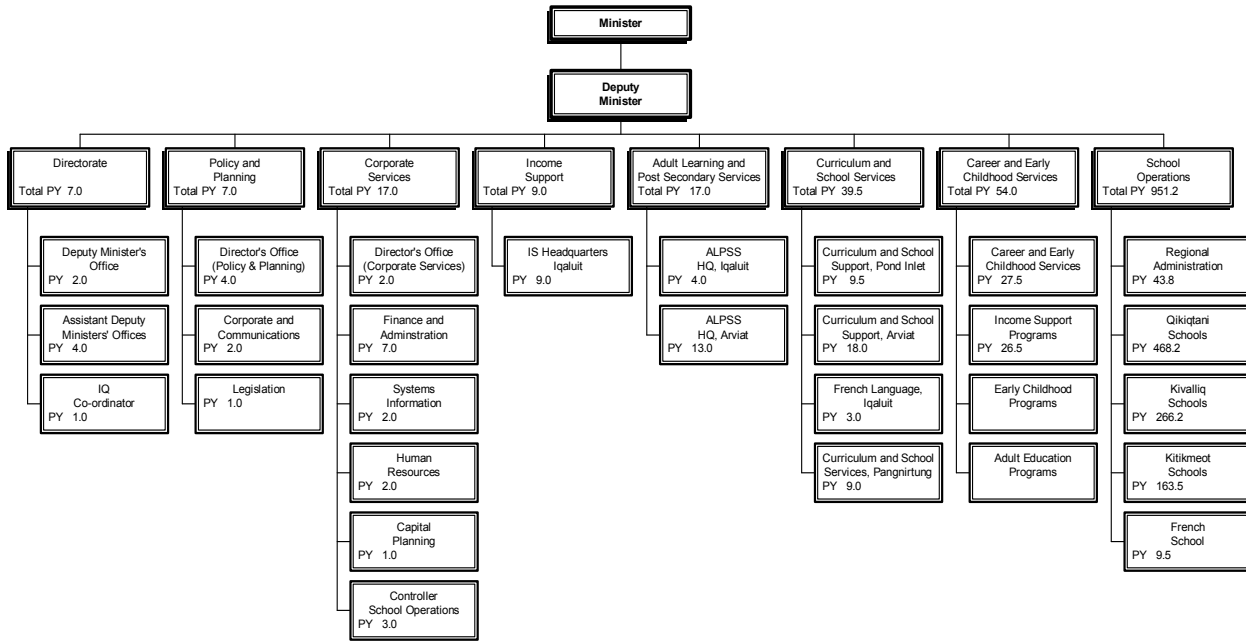
- Review the organizational structure of the department and up-date departmental job descriptions;  
**Status:** *Work is continuing on this priority.*
- Represent the policy and program interests of the Department of Education at the national level;  
**Status:** *Work is continuing on this priority.*
- Develop and implement a 3-5 year strategy to address training and professional development, in conjunction with the department's IEP initiatives;  
**Status:** *Work is ongoing. Changes that have been incorporated include adopting more rigorous beneficiary priority hiring policy, expansion of programs and services for the development of Inuit Educational Leaders, including principals, and participation in the Sivuniksavut Intern program .*
- Enhance and improve the Department of Education website;  
**Status:** *Work on this initiative was postponed. This project is a priority for the Policy and Planning division for the upcoming year.*
- Implement the Department of Education Communications Strategy;  
**Status:** *A departmental communications protocol was approved, translated and distributed to Education staff. A more comprehensive communications guidelines document is near completion and in the final approval stages.*
- Submit the revised *Education Act* to the Legislative Assembly for approval;  
**Status:** *This is expected in the spring session 2007.*
- Develop a series of internal handbooks for departmental policies and procedures.  
**Status:** *This priority will be revisited at a later date and has been postponed.*

**Priorities (2007-2008)**

- Continue work on developing associated regulations and policies and procedures for the *Education Act*.
- Research options for Labour Market Case Management systems.
- Nunavut's Promise for Children and Youth will develop a five year strategy for coordinating programs and services across government. Consultations involving other departments as well as elders and youth will help in forming the strategy.

# APPENDIX I: Accounting Structure and Financial Summary

## Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	1,082.5
Vote 4/5 PYs	19.2
Revolving Fund PYs	-
<b>TOTAL PYs</b>	<b>1,101.7</b>

## Departmental Roles

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

### Directorate

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

### Policy and Planning

The Policy and Planning division has three areas of responsibility. In general terms, the division 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 division is a multi-disciplined division of the Department of Education in Nunavut responsible for the provision of support functions in four main sectors. These sectors include human resource development, information technology, administration and financial services, and capital planning and project management.

### Income Support

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

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

### Adult Learning and Post Secondary Services

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

### Career and Early Childhood Services

The Department of Education Career and Early Childhood programs are delivered through the support of three offices. These offices are located in Pangnirtung, Rankin Inlet and Cambridge Bay.

The offices are responsible for the delivery of income support, early childhood, apprenticeships, trades and occupations, literacy and career development. These offices provide services to communities across Nunavut under their jurisdiction.

### **Curriculum and School Services**

This branch provides overall direction and administration for curriculum and program development, student support and DEA development. It includes implementation and assessment of kindergarten to grade 12 curricula and development and production of resources and materials. It is responsible for the development and implementation of bilingual language policies, accreditation of new programs, monitoring and evaluation of student achievement and Teacher Certification. It also supports professional development for teachers and coordinates the Educational Leadership program.

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

A section managing School Services such as student records, program monitoring and school improvement has 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	2007 - 2008 Main Estimates		2006 - 2007 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	801	7.0	831	7.0
Grants & Contributions	200		200	
Other O&M	207		167	
<b>Subtotal</b>	<b>1,208</b>		<b>1,198</b>	
<b>POLICY AND PLANNING</b>				
Salary	617	7.0	623	7.0
Grants & Contributions	-		-	
Other O&M	224		224	
<b>Subtotal</b>	<b>841</b>		<b>847</b>	
<b>CORPORATE SERVICES</b>				
Salary	1,691	17.0	1,674	17.0
Grants & Contributions	-		-	
Other O&M	418		424	
<b>Subtotal</b>	<b>2,109</b>		<b>2,098</b>	
<b>INCOME SUPPORT</b>				
Salary	931	9.0	944	9.0
Grants & Contributions	-		-	
Other O&M	1,316		1,316	
<b>Subtotal</b>	<b>2,247</b>		<b>2,260</b>	
<b>ADULT LEARNING &amp; POST SECONDARY SERVICES</b>				
Salary	1,790	17.0	1,826	16.0
Grants & Contributions	21,806		21,729	
Other O&M	816		633	
<b>Subtotal</b>	<b>24,412</b>		<b>24,188</b>	
<b>CAREER &amp; EARLY CHILDHOOD SERVICES</b>				
Salary	4,400	54.0	3,931	47.3
Grants & Contributions	3,452		3,727	
Other O&M	30,245		30,524	
<b>Subtotal</b>	<b>38,097</b>		<b>38,182</b>	
<b>CURRICULUM AND SCHOOL SERVICES</b>				
Salary	4,070	39.5	3,731	35.5
Grants & Contributions	4,115		4,040	
Other O&M	3,206		2,232	
<b>Subtotal</b>	<b>11,391</b>		<b>10,003</b>	
<b>SCHOOL OPERATIONS</b>				
Salary	92,663	951.2	90,297	939.3
Grants & Contributions	10,444		10,444	
Other O&M	5,542		4,751	
<b>Subtotal</b>	<b>108,649</b>		<b>105,492</b>	
<b>TOTAL</b>	<b>188,954</b>	<b>1,101.7</b>	<b>184,268</b>	<b>1,078.1</b>

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**Department of  
Health and  
Social Services**

**Business  
Plan**

***2007-2008***

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## INTRODUCTION

The Department of Health and Social Services is committed to building healthy communities and promoting self-reliance. Preventing illness through the promotion of healthy living is as important as restoring health.

Nunavut is not alone in facing health and social service sector challenges. However, the situation in Nunavut is unique because of limited resources, a shortage of nurses, physicians and social service workers, and the need to deliver services over a vast territory. As a result, Nunavut cannot offer the full spectrum of services that people in major population centres take for granted. Instead, the department nurtures partnerships with out-of-territory agencies and institutions so that Nunavummiut can access the care they need, when they need it.

The department's immediate focus is on maintaining current services in the territory and providing a system that meets national standards. The health human resources strategy now underway supports this through continuing education for staff and a number of educational opportunities that will serve to increase the number of Inuit care givers in Nunavut. The 2007-2008 Business Plan sets out how the department will help the Government of Nunavut meet the priorities and goals set out in *Pinasuaqtavut* to the benefit of all Nunavummiut.

### Mission

*To promote, protect and enhance the health and well-being of all Nunavummiut, incorporating Inuit Qaujimajatuqangit at all levels of service delivery and design.*

### Vision

*We envision the well-being of all Nunavummiut, with individuals leading productive lives in self-reliant and healthy communities throughout the territory.*

## Principles and Values

### Principles

The Department of Health and Social Services is 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.

### **Values**

- *Integrity* – in everything we do, we are honest and fair in our dealings with clients and employees.
- *Service* – the department will continue to improve its services by becoming more effective, prompt, courteous and accessible.
- *Harmony* –the department’s vision will only be achieved through unified leadership and working together with the communities and stakeholders it serves.
- *Respect* – for every individual. Clients are served with respect, dignity, courtesy and understanding. Employees are recognised in a professional manner.
- *Inuit Qaujimaqatuqangit* – the department 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 ensures that any important health or social service information, including health promotion materials, is delivered in the languages used by the target community. Clerk interpreters are available in the hospital and health centers to ensure that health services can be delivered to the public in the appropriate language to facilitate the flow of information between patient and health care providers. Translation/interpretation services are also available to persons accessing care outside of the territory. The new health centres in Rankin Inlet and Cambridge Bay have fully bilingual signage, and the new Qikiqtani General Hospital will have signs in all four languages.

Meeting the provisions of the Language Services Guidelines continues to be a priority for the Department of Health and Social Services. Department staff are supported in taking Inuktitut as a second language training, therefore increasing staff abilities in both written and spoken Inuktitut. Likewise, staff have taken advantage of self-directed materials that help them to learn more about the structure of Inuktitut. 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 are in appropriate language.

## **STRATEGIC COMMITMENT TO PINASUAQTAVUT**

### **Inuit Qaujimajatuqangit**

The Department of Health and Social Services continues 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. These health committees identify community concerns and issues regarding health and social services program delivery and communicate these issues and concerns to the department.

The Inuit Qaujimajatuqangit Coordinator for the department provides leadership and advises program staff on the meaning of Inuit Qaujimajatuqangit in relation to programs and services so that it can be incorporated into everything the department does. The coordinator reviews proposed policy and program initiatives. The coordinator also addresses various complaints and concerns about programs and services and often acts as a patient's advocate. The Inuit Qaujimajatuqangit Coordinator is a member of the GN's Tuttarviit Committee.

Local service delivery will help to 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. The department continues 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, and mental health staff.

### **Healthy Communities**

The department's mission is intended to support the achievement of Inuuqatigiitiarniq (people working well together). The department continues to shift from a system that focuses primarily on managing illness to one that includes preventative care as well. The department is committed to working with the Health Committees of Council as these committees play a critical role in identifying health needs and promoting healthy living of its residents. It is through these councils that the department will work to support community driven wellness projects and programs. Decisions of Nunavummiut to lead healthy and productive lives as individuals, families and communities will lead to the realization of the department's vision: *healthy individuals and healthy communities throughout the territory.*

### **Simplicity and Unity**

More integrated service delivery will mean that Nunavummiut have a coordinated service team of nurses, social workers, local wellness workers, community health representatives, and mental health staff providing all related health and social services.

### **Self Reliance**

Individuals and communities must be healthy before they can be self-reliant. 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.* Providing services closer to home is one way the department is working to help Nunavummiut achieve self-reliance. Home and Community Care is a good example of a program that helps to build self-reliance. Home and Community Care provides care to

individuals in their home, thus maximizing their ability to remain independent, instead of relying on a health facility for care. The program also supports and strengthens family and community involvement in care delivery. Training Nunavummiut to become care providers will help to develop greater self-reliance at the community level.

## **Continuing Learning**

The department has developed a Health Human Resource (HHR) education and training plan to enhance the training of Inuit and improve the knowledge and skills of existing staff. The HHR plan will develop training based on ongoing learning needs and the core competencies that staff must meet. Staff will have the opportunity to enhance their skills and maintain competencies and certifications, and thereby provide solid, reliable health and social services to all Nunavummiut. Ongoing training will also help staff to work safely and competently.

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 Canadian Executive Service Organization (CESO) Mentorship Program.

Increasing the number of northern and Inuit health care and social service providers in Nunavut is a priority. The department supports the training of Nunavummiut in a number of health and social service disciplines. To date nine nurses and forty x-ray assistants have graduated from degree and certificate programs offered in Nunavut. An Inuit Maternal Care program began in January 2006 and two individuals enrolled to become midwives, with six more starting in October 2006. A further thirteen students have graduated from the Human Services Diploma program through Nunavut Arctic College. In January 2006, a Mental Health Worker training program began with eleven expected graduates for December 2007.

The department makes sure it offers summer job opportunities for students so that they may gain valuable work experience. Likewise, the department partners with the Human Services Program to offer students eight-week practicum placements in communities across Nunavut. The department plans to hire as many Nunavut graduates as it can, subject to available positions and mentoring support. This helps the department build a workforce more representative of the people it serves.

Future training plans are already being discussed with Nunavut Arctic College. The department would like the college to develop and deliver a Community Therapy Assistant Diploma that would enhance local access to rehabilitative services (physical therapy and occupational therapy). In addition, planning is taking place to offer Community Health Representative (CHR) training, nursing competency training, Advances in Labour and Risk Management (ALARM) high risk obstetrics and x-ray training to increase the number of Nunavummiut 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 per cent Inuit employment by March 31, 2010. 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, 2006		Target for 2007-2008	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>915</b>		<b>901</b>	
Total Filled Positions	608	66	655	73
Total Vacancies	307	34	246	27
Total Beneficiaries	317	52	342	52
<b>Total Executive Positions</b>	<b>3</b>		<b>3</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>14</b>		<b>14</b>	
Total Filled Senior Management Positions	12	86	14	100
Total Vacant Senior Management Positions	2	14	0	0
Total Beneficiaries in Sr. Management Positions	2	17	4	29
<b>Total Middle Management Positions</b>	<b>82</b>		<b>82</b>	
Total Filled Middle Management Positions	65	79	75	91
Total Vacant Middle Management Positions	17	21	7	9
Total Beneficiaries in Middle Management Positions	10	15	20	27
<b>Total Professional Positions</b>	<b>326</b>		<b>334</b>	
Total Filled Professional Positions	192	59	207	62
Total Vacant Professional Positions	134	41	127	38
Total Beneficiaries in Professional Positions	32	17	37	18
<b>Total Paraprofessional Positions</b>	<b>270</b>		<b>260</b>	
Total Filled Paraprofessional Positions	152	56	162	62
Total Vacant Paraprofessional Positions	118	44	98	38
Total Beneficiaries in Paraprofessional Positions	103	68	113	70
<b>Total Administrative Support Positions</b>	<b>220</b>		<b>208</b>	
Total Filled Administrative Support Positions	184	84	194	93
Total Vacant Administrative Support Positions	36	16	14	7
Total Beneficiaries in Administrative Support Positions	169	92	167	86

## **Departmental Inuit Employment Initiatives**

HSS is committed to developing the skills and abilities of Inuit so as to increase Inuit employment within the department and improve the client experience. The department encourages staff to participate in the following GN wide initiatives: Certificate in Nunavut Public Service Studies; Nunavut Advanced Management Program; Sivuliqtiksat Internship Program; and Mentoring.

To date, five Inuit staff members have taken part in Nunavut Public Service Studies, and four have taken part in the Nunavut Advanced Management Program. On the job training is also an important part of the training and development plan for the department and two Inuit staff members have participated in the Sivuliqtiksat Internship Program, with one working as the Kivalliq Regional Executive Director Intern. This intern will be ready to assume the Executive Director position in 2009. Three staff members have also been involved in mentoring through the Canadian Executive Service Organization (CESO) Program.

The department has also undertaken a number of training initiatives to increase Inuit employment in careers specific to health and social services including: Registered Nurse (B.Sc.N); Social Worker; Maternal Care Worker; X-Ray Assistant; Mental Health Worker; and Community Health representative.

## **ENVIRONMENTAL SCAN**

The department's ability to provide quality, timely services is greatly impacted by several factors, most of which are interconnected.

### **Vastness**

Nunavut is a vast geographical territory. Providing services to 25 communities that are not accessible by road and are distributed over one-fifth the size of Canada requires creative and cost-effective solutions to ensure accessibility and sustainability of health and social services. Likewise, because communities are so spread out in Nunavut, community health centres have had to be built in almost every community, whereas in other jurisdictions one facility would serve the entire population of Nunavut.

### **Cultural and Linguistic Challenges**

Language of services is of critical importance. Many HSS clients are either unilingual Inuit or Inuit who prefer services in their first language. In some communities, there is a significant francophone population that would also prefer services provided in French. Most HSS professional service providers are English speaking. These differences result in the need to have an adequate number of well trained clerk interpreters on staff at all times to ensure that clear communication between practitioners and clients takes place.

### **Demographic Changes**

Nunavut has a very high birth rate and this will continue to place pressure on our limited health and social services capacities. More than one-half of the population is under the age of 25 years. This age group will place additional demands on primary health care and early intervention and prevention programs for many years to come. Ongoing and significant investment for the future of our children and youth is required. Similarly, we will have to plan for new services and programs that previously did not exist for the aged.

### **Broad Determinants of Health**

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 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. 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, the department is investing in a reduction of the need for more costly health services.

Housing has a significant impact on health and social services in Nunavut. In 2006, over half of Nunavummiut did not have access to adequate, suitable and affordable housing. Inadequate housing can lead to the spread of infectious diseases, stress related ailments and high rates of respiratory diseases among children.

The Report on Comparable Health Status Indicators for Nunavut and Canada released on November 30, 2004 provides a bigger picture of Nunavut. Although Nunavut's history is very different from the rest of Canada, our efforts can only be measured by comparing our indicators with the Canadian national averages.

Compared to national averages, in Nunavut:

- Suicide rates are 10 times higher;
- Life expectancy is 10 years lower;
- Birth rate is 2.4 times higher;
- The infant mortality rate is 3 times higher;
- Smoking rates for youth are 3.8 times higher;
- Smoking rates for adults are 2.4 times higher;
- Tuberculosis rates are 18 times higher;
- Sexually transmitted disease rates are up to 17 times higher.

Such complex circumstances require innovative and creative responses, which the department aims to provide within an integrated and comprehensive continuum of programs and services.

On the positive side, education levels are beginning to increase as evidenced by the number of high school graduates across the territory. Higher levels of education are typically associated with positive health outcomes. As well, the breast cancer rate is much lower than the national average. This might be due in part to the higher rate of breastfeeding here, which offers some protective effects against breast cancer.

## **Information Technology**

As the population in Nunavut grows, the amount of information to be collected, distributed and analyzed grows too. This requires more sophisticated data systems that can effectively track and direct limited resources, using factual data on health and social indicators evident in the territory.

Initiatives such as electronic health records and a laboratory and pharmacy information system reduce the administrative burden of tracking results and information manually, and improve the information necessary for the diagnosis and treatment of clients. These will help to enhance the quality of care, and lead to better integration of services. As well, technology improvements now allow staff to use portable diagnostic equipment and telehealth so that clients in communities can access services once limited to hospitals.

## **Human Resources Capacity**

Nunavut is like many remote or rural communities in Canada in the challenges we face in recruiting health and social service professionals. Many professionals are unwilling to live outside an urban environment. Reaching those who want to live in a unique part of Canada is an ongoing effort. The department has both a nursing recruitment and retention specialist and a physician recruitment consultant to carry forward this work.

The nursing, social work and mental health worker programs underway will help address coming vacancies, but more professionals will be needed to fill all available positions. The department plans to improve retention by enhancing in-service opportunities, professional development, and Return of Service (ROS) arrangements with existing staff. The department has an employee development and training plan and a special projects officer responsible for staff education planning.

Communities across Nunavut face a housing shortage. Health and social service worker positions sometimes cannot be staffed because there is no housing available – a situation that all GN departments face.

## **Infrastructure**

Many of the community health centres require renovations and/or replacements to ensure that they meet current national building code standards. The department's capital planning process has targeted the facilities in urgent need of 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 can help to reduce the need to send patients outside of Nunavut for treatment. 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 outside the territory.

New health facilities in Rankin Inlet and Cambridge Bay opened in the fall of 2005 and a broader range of services, such as inpatient services, will be phased in when resources become available. The Qikiqtani General Hospital in Iqaluit will be completed in 2007 providing a modern, 36-bed acute care facility. Construction will be completed on a new health centre for Pangnirtung in 2007, and design work will begin for health centres in Repulse Bay and Taloyoak. Finally, construction will begin in 2007-2008 on continuing care facilities in Gjoa Haven and Igloodik.

## **Third Party Funding**

The department delivers several programs in cooperation with and on behalf of the federal government. Health Canada provides funding for the department to manage and administer a number of programs for Inuit and registered Indians. These programs are often administered by HSS but hamlets make the key decisions, e.g. Brighter Futures funding.

## **Critical Issues**

The health status of Nunavummiut is significantly below the national average. Improving health and social services – especially through prevention – is essential. We need to make sure that the right care is delivered at the right time by the right provider. The department is concentrating on a limited, but clear set of priorities that are in line with the resources available and the needs of our clients.

The department will focus on maintaining the quality of current services before expanding the scope of programs delivered within the territory. Work is underway to put in place new standards for contracted services and ensure they are met. Critical gaps in service exist. Risk management processes must be updated and enhanced, as the loss of accreditation at Baffin Regional Hospital in December 2005 shows.

Among the steps to be taken is improving information management so as to keep up with a growing population. The department will be putting in place computerized information systems to assist in the management of basic service delivery including scheduling of patients, referrals to specialists, medical travel, laboratory and pharmacy information, and client records.

Another important step is to reduce the use of out-of-territory travel and treatment. An aggressive capital program has increased the department's ability to offer specialist clinics within Nunavut,

through the new regional health centres in Cambridge Bay and Rankin Inlet. Residential care for adults with complex medical needs will be available in 2008 in Gjoa Haven and Igloodik when new continuing care facilities open. With current resource levels, new services may have to be phased in over time at the regional health centres and Qikiqtani General Hospital.

The shortage of health and social service professionals together with Nunavut's remote/rural challenges requires not only aggressive recruiting. The department will make sure staff have opportunities for personal growth to encourage retention.

Much remains to be done to improve the health status of Nunavummiut. Ultimately, each person is responsible for their own well being. It is impossible for the department to address all of the outstanding issues simultaneously. This Business Plan will focus on our 'core business' of providing sustainable, reliable health care and social services in our communities that meet national standards.

## CORE BUSINESS

The programs of the Department of Health and Social Services are described, below, within five lines of business:

	Budget (\$000)	
	2007-2008	2006-2007
Directorate	21,682	22,154
Healthy Children, Families & Communities	42,969	42,410
Health Protection	4,662	4,612
Treatment	106,701	107,660
Health Insurance	49,608	47,873
<b>TOTAL</b>	<b>225,622</b>	<b>224,709</b>

### Directorate

Provides overall operational and strategic planning 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 resource for those who plan, carry out and evaluate policies, programs and services.
- To ensure the financial 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)	2007-2008	2006-2007
<b>Deputy Minister</b>		1,118	1,117
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>		312	434
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>		1,079	944
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>		3,465	3,759
Provides overall management of delivery of regional and community based health and social services across the territory.			

<b>Finance</b>	4,253	4,322
Provides financial reporting, advice and support to managers including functional advice to the three regions through the following activities: budget development, financial control, financial analysis, accounting operations, contract services and capital planning.		
<b>Health Insurance Programs / Vital Statistics</b>	1,262	1,262
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 additions or changes 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 Nunavut Health Insurance Programs, Non-Insured Health Benefits and Extended Health Benefits.		
<b>Human Resources</b>	3,468	3,387
Develops and implements strategic health professional recruitment and retention plans. Provides proactive employee relations support to management and staff. Develops training programs based on staff learning needs. Provides human resources support in areas of recruitment, documentation for staffing actions, attendance and payroll. Develops and implements a department-wide Inuit Employment Plan and supports efforts to ensure jobs are available for qualified Inuit health professionals.		
<b>Information Technology &amp; Telehealth</b>	4,345	4,544
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 to health care and social services to Nunavummiut. The Telehealth stations located in each health centre in the territory allow for the exchange of images and information between care providers in the communities and providers outside the territory. This technology has also assisted in delivering services like physiotherapy to isolated communities.		
<b>Policy and Planning</b>	712	715
Provides leadership in development of departmental policies and legislation. Leads strategic planning and business planning processes for the department, as well as coordinates ministerial briefings, correspondence and Access to Information and Protection of Privacy (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.		
<b>Professional Practice</b>	1,668	1,670
Promotes, establishes and maintains professional standards, best practices, and clinical procedures. Manages the credentialing, registration and licensing of health care providers, and outcome and evaluation systems. Focuses on community capacity building through empowerment practices. Provides support to regional management in planning services by a multi-disciplinary health and social services team.		
<b>Total, Directorate</b>	<b>21,682</b>	<b>22,154</b>

**Priorities (2006-2007)**

- Improve compliance with the GN Language Services Guidelines;

**Status:** *This is an ongoing priority. All important health and social service material for the public is translated into the appropriate language for the target community. Signage in the*



*new Qikiqtani hospital and regional health centres is in all four languages. Translation services are also provided in the hospital and community health centres. English speaking employees are supported in taking Inuktitut language classes, and the department continues to raise awareness among all staff about the Language Services Guidelines and departmental responsibilities.*

- Continue implementation of the “Closer to Home” strategic direction by:
  - a) Completing balance of five-year strategic program and operational plans that support the “Closer to Home” capacity building strategy.

**Status:** *Focus on ‘core business’ of providing sustainable, reliable health care and social services that meet national standards.*
  - b) Further implementation of the e-Health plan.

**Status:** *Phase 3 of the e-Health plan is completed. The final stage of the plan is scheduled to begin in 2007 and to be completed over two to three years.*
  - c) Further develop indicators for the department’s Annual Report Card.

**Status:** *Other communications tools now being developed.*
  - d) Increase Inuit participation in identifying service priorities and involving them in program development and delivery.

**Status:** *The department will work with Health Committees of Council as these committees play a critical role in identifying health needs and issues, and promoting healthy living of its residents. This is an ongoing priority.*

### **Priorities (2007-2008)**

- Provide leadership and support, building a corporate culture that values and uses teamwork, consultation and communication;
- Staff current essential positions with full-time staff and reduce the reliance on staffing through agencies;
- Develop ongoing training for staff, specifically nurses and social workers, based on core competencies;
- Improve conditions of employment to be competitive with other jurisdictions;
- Develop information systems that will improve the information necessary for the diagnosis and treatment of clients.

### **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 smoking cessation, 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 and on behalf of the federal government. Health Canada provides funding for the department to manage and administer a number of programs for Inuit and registered Indians. The department currently provides corrections services in some communities under a Memorandum of Understanding with the Department of Justice.

**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 with respect to health policy development, health program planning, and support for people with disabilities.
- To provide assessments of risk of violence and provide emergency response in an effort to reduce the number and severity of domestic assaults.
- To ensure the healthy development of children whose parents cannot or choose not to raise them.
- 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>2007-2008</b>	<b>2006-2007</b>
<b>Dental Services</b>		2,480	2,488
To deliver comprehensive, timely and appropriate oral health care services, to conduct preventive dental health education, and to promote dental hygiene.			
<b>Health Promotion</b>		1,400	1,406
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>Information Research</b>		522	541
Provides information needed to track the wellness/morbidity of individuals, families and communities in Nunavut. It also provides for timely response and program adjustments by monitoring emerging health and social trends using data on health status, population health statistics and disease registries.			
<b>Nutrition</b>		248	246
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>		7,215	7,763
Helps 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. Also provides one-on-one counseling and specialized training to enable communities to be ready to deal effectively with crises, such as suicides, to limit further repercussions.			
<b>Home Care and Continuing Care</b>		2,185	2,171
Offers health related services to Nunavummiut needing extra care because of illness, poor health or disability. Aims to preserve and maximize an individual's ability to remain independent at home through care that is accessible, effective, equitable and responsive to individual needs and priorities within the community. Also concentrates on supporting and strengthening family and community involvement in care delivery. The <i>First Nations and Inuit Home and Community Care Program</i> , which is a federally funded initiative (Vote 4), is a supplement to the GN's Home Care Program.			

The range of services includes case management, nursing care, personal care, homemaking, standards of care, and rehabilitation. Not all services are available in all communities due to limited human and fiscal resources.

**Social Services** 13,960 14,732

Focuses on five main areas: Child Protection, Adoption Services, Guardianship Services, Adult Support Services and Family Violence Services. Ensures the safety and well-being of children by providing protection services, parent and family support, interventions and residential placement services. Provides the necessities of life for severely challenged adults. Offers counselling, respite and support services for adults with a variety of needs, including addictions and intellectual, physical or emotional challenges. Provides travel, accommodations, and counselling for victims of family violence.

**Residential Care (Facility Based)** 14,439 12,540

Provides residential care for challenged adults or children within Nunavut or outside of Nunavut. Services are provided in long-term care facilities, group homes and treatment centres.

**Women's Initiatives** 430 433

The program provides advice on contemporary and traditional issues affecting women in Nunavut, offers support to women's shelters, responds to issues of family violence in Nunavut, and liaises with territorial and federal organizations and working groups on the status of women. The program 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 is available to women's groups through the Women's Initiative Grants.

**Persons with Disabilities** 90 90

The department provides financial support to the Nunavummi Disabilities Makinnasuaqtiit Society. The society delivers awareness campaigns and provides support programs and resources for persons with disabilities in Nunavut to ensure that their rights are effectively represented.

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**Total, Healthy Children, Families & Communities** 42,969 42,410

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### Priorities (2006-2007)

- Undertake community consultations on the public health framework;  
**Status:** *The Chief Medical Officer of Health (CMOH) completed community consultations in 2006. Recommendations that were brought forward in these consultations will contribute to the creation of a Public Health Strategy in 2007-2008.*
- Work with NTI and other stakeholders on a comprehensive addictions strategy;  
**Status:** *The Health Integration Initiatives report was released in the fall of 2006 which, in looking at collaboration among front-line service providers, examined options for treating addictions in Nunavut. The department is prepared to engage in more discussions with NTI and Health Canada with respect to how best to implement the report's recommendations.*
- Discuss with the Department of Justice the transfer back of community corrections services currently delivered by social services workers;  
**Status:** *The Department of Justice has deferred this initiative. Social services workers will continue to deliver community corrections in 16 communities in Nunavut.*

- Work through the Violence Against Women Working Group to establish a comprehensive family violence prevention strategy;

**Status:** *The department provided \$100,000 towards the Inuuqatigiitsiarniq Symposium on Violence against Women (held Jan. 17-20 in Iqaluit). The final report contained 78 recommendations, many of which will be incorporated into the Action Plan to be prepared for Cabinet review. The Action Plan in turn will respect and support other government efforts underway, such as legislation dealing with family violence.*

- Work with NTI and other stakeholders on options to provide increased support to persons with disabilities, including possible new legislative policy guidelines;

**Status:** *The department has contributed \$90,000 to the Nunavummi Disabilities Makinnasuaqtiit Society in order to deliver awareness campaigns and provide support programs and resources for persons with disabilities. No legislative guidelines have been created yet.*

### **Priorities (2007-2008)**

- Initiate the development of an addictions strategy for Nunavut;
- Support the development of an action plan for the *Inuuqatigiitsiarniq* Symposium report which will focus on community based measures for preventing violence against women;
- Put in place standards for residential care facilities.

## **Health Protection**

Provides direction, coordination, and knowledge to public health activities. Provides leadership in preventing the spread of disease and protecting the public against environmental hazards. Monitors health status to identify community health problems, to diagnose, investigate and reduce or eliminate those problems, and to 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 fulfill the legislative responsibilities to protect the public as specified in the *Public Health Act*.
- To reduce the impact and incidence of communicable diseases in Nunavut.
- To reduce the risk of food, water-borne and other environmentally caused diseases/conditions through education and inspection.
- 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>2007-2008</b>	<b>2006-2007</b>
<b>Chief Medical Officer of Health</b>		520	915
Provides leadership and expertise to several health protection programs that focus on environmental health, determination of health consequences of environmental contaminants, communicable disease prevention and awareness. Establishes and maintains professional standards and best practices. Represents Nunavut on national public health committees and forums. Advocates for the preservation and improvement of the health of Nunavummiut.			
<b>Communicable Diseases Control</b>		155	125
Monitors the outbreak of disease and evaluates disease prevention and control programs. Develops standards, protocols and strategies concerning communicable disease. Disseminates information, assists with the development of promotional materials and educates people about communicable disease prevention and control.			
<b>Environmental Health</b>		769	770
The Territorial Environmental Health Specialist provides clinical supervision to five regional environmental health officers who work to ensure that investigations, identification, prevention and remedial actions related to water, food, air, sewage and other environmental health risks, occur in an appropriate and timely manner. This will be done in accordance with various legislation including the Public Health Act, regulations, policies and departmental procedures.			
<b>Public Health</b>		2,182	2,343
Programs are aimed at health protection, preservation and promotion goals to improve the health of individuals, families, groups, communities and populations of Nunavummiut through a continuous rather than episodic process. The principles of public health practice are based on Nunavut's determinants of health, active individual and community participation in decisions affecting health, and partnerships with communities, other disciplines and departments. Services offered through the community and public health centres include, but are not limited to, maternal, child, youth, adult and elderly health programs.			
<b>Health Protection</b>		793	179
Provides expertise and leadership to the regions, which are responsible for the delivery of programs and services dedicated to protecting the health of Nunuvummiut. This includes communicable disease control, environmental health and public health.			
<b>Tuberculosis (TB) Program</b>		243	280
The TB Program is a territory-wide program to prevent new cases of tuberculosis and to treat those infected with tuberculosis. The program operates under the leadership of the Chief Medical Officer of Health, working with the Communicable Disease Coordinator responsible for TB, the Territorial TB Consultant, the Regional Communicable Disease Coordinators, and front-line staff at community health centres. Program standards, policies and procedures are developed by the Chief Medical Officer of Health in consultation with all staff working in the area of communicable disease and TB, and are consistent with the Canadian Tuberculosis Standards.			
<b>Total, Health Protection</b>		<b>4,662</b>	<b>4,612</b>

**Priorities (2006-2007)**

- Finalize Territorial Pandemic Plan and Emergency Preparedness Planning;

**Status:** *Pandemic Plan reviewed and revised, at both community and territory level. These plans will be updated regularly.*

- Increase capacity to monitor and report on health status;  
**Status:** *This is an ongoing priority.*
- Continue work on new public health legislation;  
**Status:** *Work began on developing a Public Health Strategy, which will then inform the content of the new legislation.*
- Engage with Health Committees of Council, exploring their role as advocates for public health and community ownership of health issues;  
**Status:** *The Minister met with most Health Committee Chairs at workshops held in each region. Work began on a common terms of reference for the committees. This is an ongoing priority.*

### Priorities (2007-2008)

- Develop a Public Health strategy;
- Enhance support for and the role of Health Committees of Council and encourage the utilization of “*Piliriqatigiinnngniq-Working Together for the Common Good*” report;
- Work with other government agencies and the private sector to contribute to a Nunavut Emergency Management program.

## Treatment

Treatment represents the most significant portion of the department’s expenditures. It includes travel, both emergency (medevac) and scheduled, necessary referrals, and emergency social/family interventions that may require transport out of a community or out of Nunavut. Inpatient and outpatient services are included.

### Objectives

- To provide the right care at the right time, by the right provider in the right place.
- To ensure timely access to treatment services.
- To provide travel in a fair and consistent manner.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Medical Transportation</b>		34,794	35,794
Manages transportation services for patients who require medical services not available within their own community. Travel benefits may also include meals and accommodations at a boarding home, depending on the client’s circumstances.			
<b>Hospital and Physician Services</b>		43,802	38,226
Included are inpatient and outpatient services in Nunavut and out of territory. Also includes physiotherapy, occupational therapy, speech therapy and audiology services, and specialist visits to Nunavut. 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>		28,105	33,640
Provides access to a range of primary and public 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. Services focus on treatment and prevention.

<b>Total, Treatment</b>	<b>106,701</b>	<b>107,660</b>
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### Priorities (2006-2007)

- Continue to expand services in the new regional health facilities in Rankin Inlet and Cambridge Bay;  
**Status:** *Emergency, outpatient, specialist clinics and diagnostic services have been enhanced in Rankin Inlet and Cambridge Bay. Inpatient services will be phased in once further resources become available.*
- Work with communities of Igloolik and Gjoa Haven in preparation for new continuing care facilities;  
**Status:** *Construction will begin on the Igloolik and Gjoa Haven continuing care facilities in 2007-2008. HSS has partnered with Nunavut Arctic College to create an education program in Gjoa Haven to train local people for positions that will be created in the continuing care facility.*
- Expand hospital and specialist services across Nunavut and mobile technologies;  
**Status:** *Mobile ultrasound services have been initiated in the Baffin Region. Hospital and specialist services will be enhanced when resources become available.*

### Priorities (2007-2008)

- Continue to implement recommendations from the Canadian Council on Health Services Accreditation for the Baffin Region;
- Improve tracking of specialist referrals.

## Health Insurance

Includes territorial health insurance programs that cover hospital services within Nunavut and other jurisdictions for Nunavut residents, as well as supplementary health benefits and Non-Insured Health Benefits (NIHB). The cost of administration falls under the Directorate branch.

### Objectives

- To ensure that all residents who face financial barriers have access to medically necessary health services.
- To provide NIHB programs to Inuit on behalf of the Government of Canada.
- To provide efficient administration of medically necessary services, both in and out of territory, to all Nunavummiut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2007-2008</b>	<b>2006-2007</b>
<b>Extended Health Benefits</b>		400	400

The Extended Health Benefits (EHB) program is a supplement to the Nunavut Health Care Plan. It assists individuals with health related costs not otherwise covered. This program provides similar

benefits to non-aboriginals that beneficiaries receive through the federal government's NIHB program.

<b>Out-of-Territory Hospitals</b>	27,658	25,923
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 program.		
<b>Total, Health Insurance</b>	<b>49,608</b>	<b>47,873</b>

**Priorities (2006-2007)**

- Implement a new Client Travel Policy;  
**Status:** *Extensive consultation has taken place within the department and a draft policy has been prepared.*
- Develop a client and escort tracking system including all NIHB related activities;  
**Status:** *Tracking system was created and is in operation.*
- Develop a new “staggered” health care card renewal process so that the department can eliminate bulk renewals;  
**Status:** *Renewals will now be done every two years. The next scheduled update of health care cards is 2007.*
- Develop a NIHB specific vision care database to track eligible recipients’ eye exams and optical prescription history;  
**Status:** *Several databases were tried but were not compatible with our system. As a result, an in-house database is being developed. This is an ongoing priority.*
- Begin reviewing Nunavut-specific supplementary health benefits programs;  
**Status:** *Parameters of programs are still being defined. This is an ongoing priority.*

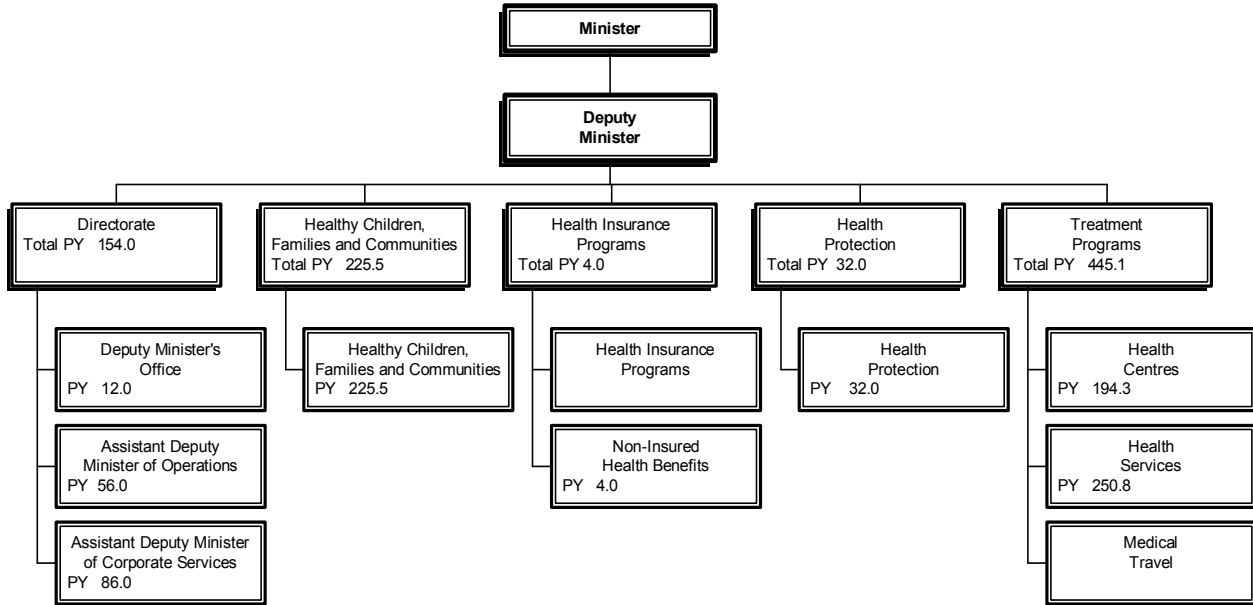
**Priorities (2007-2008)**

- Ensure new Client Travel Policy is effectively implemented;
- Create communications tools for the public that clearly explain programs and benefits available;
- Continue development of an in-house NIHB specific vision care database to track eligible recipients’ eye exams and optical prescription history;
- Finish review of 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*.

<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	786.6
Vote 4/5 PYs	74.0
Revolving Fund PYs	-
<b>TOTAL PYs</b>	<b>860.6</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

Provides direction and leadership in public health support throughout Nunavut through a number of prevention and public education initiatives such as smoking cessation, mental health and suicide prevention. Also provides a range of support services for youth and vulnerable adults. Collects information and research, analyzes and reports on legally mandated or otherwise significant indicators within health and social services. Health promotion and social well being include Health Committees of Council, community health representatives, as well as social workers, who work to enhance individual, family and community health, supporting the Government of Nunavut's *Pinasuaqtavut*.

### Health Protection

Provides direction, coordination and knowledge to public health activities. Provides leadership in preventing the spread of disease and protecting the public against environmental hazards. Programs and services are dedicated to protecting the population from threats to health presented by communicable diseases, including sexually transmitted infections (STIs), tuberculosis (TB), and hepatitis B, environmental health issues such as trichinosis, and environmental contaminants.

### Treatment Programs

Coordinates and provides medical treatment and medical travel, both emergency (medevac) and scheduled. Inpatient and outpatient services are provided at health centres, the hospital and in the community. Medical travel 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.

### Health Insurance

Manages and administers health insurance programs. This includes hospital services within Nunavut and other jurisdictions for Nunavut residents, including supplementary health benefits. Delivers the Non-Insured Health Benefits program on behalf of the Government of Canada.

## Financial Summary

Branch	2007 - 2008 Main Estimates		2006 - 2007 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	14,622	154.0	14,632	151.0
Grants & Contributions	792		792	
Other O&M	6,268		6,730	
<b>Subtotal</b>	<b>21,682</b>		<b>22,154</b>	
<b>HEALTHY CHILDREN, FAMILY &amp; COMMUNITIES</b>				
Salary	15,960	225.5	15,909	226.5
Grants & Contributions	3,703		3,508	
Other O&M	23,306		22,993	
<b>Subtotal</b>	<b>42,969</b>		<b>42,410</b>	
<b>HEALTH INSURANCE</b>				
Salary	298	4.0	-	-
Grants & Contributions	-		-	
Other O&M	49,310		47,873	
<b>Subtotal</b>	<b>49,608</b>		<b>47,873</b>	
<b>HEALTH PROTECTION</b>				
Salary	3,011	32.0	3,081	32.8
Grants & Contributions	-		-	
Other O&M	1,651		1,531	
<b>Subtotal</b>	<b>4,662</b>		<b>4,612</b>	
<b>TREATMENT</b>				
Salary	44,133	445.1	45,476	463.6
Grants & Contributions	-		-	
Other O&M	62,568		62,184	
<b>Subtotal</b>	<b>106,701</b>		<b>107,660</b>	
<b>TOTAL</b>	<b>225,622</b>	<b>860.6</b>	<b>224,709</b>	<b>873.9</b>

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**Department of  
Environment**

**Business  
Plan  
2007-2008**

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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, 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), DOE in partnership with others protects the environment (land, air, water), parks and wildlife by promoting the sustainable use of these renewable resources.*

### Our Vision

*Nunavummiut - supported by the Department of Environment - protect, promote and enhance the sustainable use of our environment and its natural and cultural resources. This is done by maintaining healthy ecosystems, viable animal populations, enjoyable parks, clean environment, educating the public and by creating healthy and prosperous communities.*

*In undertaking our mission we endeavour to ensure a high level of Inuit employment, to place a high regard on all environmental issues, and to be financially accountable and manage within existing budgets and financial resources.*

### Our Principles and Values

In addition to the guiding principles of *Inuit Qaujimagangit*, we also believe in:

- Upholding our legal and statutory obligation;
- Public safety and protecting a healthy and safe work environment;
- Making decisions using both formal science and *Inuit Qaujimagangit*;
- Continuously improving the timely accessibility and delivery of our services;
- Accountability and transparency;
- Professional integrity;
- Promoting staff through continuous learning; and
- Delivering our services in a clear, consistent, efficient and professional manner.

### Language Services

The department is striving to meet the language guidelines:

- Public communication, information and correspondence are provided in appropriate official languages, as required.
- Headquarters and regional offices have the capability to provide services in all official languages and regional dialects, as appropriate.

*Department of Environment*

- Departmental, office and park facility signage has been upgraded to conform to GN Language Service Guidelines.
- Inuktitut language promotion includes the “word of the day”.
- An internal Inuktitut language training program for headquarters and regional staff has been initiated.

## **STRATEGIC COMMITMENT TO *PINASUAQTAVUT***

### **Inuit Qaujimagangit**

The department continues to take, a number of steps to incorporate *Inuit Qaujimagangit* into programs, service delivery and day-to-day operations. *Inuit Qaujimagangit* 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 *Inuit Qaujimagangit* 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 Qaujimagangit* 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 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.

## *Department of Environment*

We will work to ensure that Nunavummiut receive benefits from our renewable resources and parks 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		Target for	
	26-Sep-2006		2007 - 2008	
	Number	Capacity	Number	Capacity
	#	%	#	%
<b>Total Department Positions</b>	<b>104</b>		<b>104</b>	
Total Filled Positions	89	86	104	100
Total Vacancies	15	14	0	0
Total Beneficiaries	39	44	54	52
<b>Total Executive Positions</b>	<b>2</b>		<b>2</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>5</b>		<b>5</b>	
Total Filled Senior Management Positions	5	100	5	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>24</b>		<b>24</b>	
Total filled middle management positions	22	92	24	100
Total Vacant Professional Positions	2	8	0	0
Total Beneficiaries Middle Management Positions	8	36	10	42
<b>Total Professional Positions</b>	<b>15</b>		<b>15</b>	
Total Filled Professional Positions	12	80	15	100
Total Vacant Professional Positions	3	20	0	0
Total Beneficiaries in Professional Positions	2	17	5	33
<b>Total Paraprofessional Positions</b>	<b>48</b>		<b>48</b>	
Total Filled Paraprofessional Positions	40	83	48	100
Total Vacant Paraprofessional Positions	8	17	0	0
Total Beneficiaries in Paraprofessional Positions	22	55	30	63
<b>Total Administrative Support Positions</b>	<b>10</b>		<b>10</b>	
Total Filled Administrative Support Positions	8	80	10	100
Total Vacant Administrative Support Positions	2	20	0	0
Total Beneficiaries in Administrative Support Positions	6	75	8	80

## **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.

The department has recruited three Inuit Conservation Officer trainees under the Field Officer Training program. The trainees will be assigned the full status as conservation officers when they successfully complete the required training. This will reduce the department's 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. 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, 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, 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 a sustainable and viable wildlife management regime 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 a coordinated approach 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, 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.

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:

- **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 and 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 and 9);
  - negotiation and implementation of an IIBA for Conservation Areas (Article 9);
  - land use planning and environmental regulatory functions as they relate to development within Nunavut (Articles 10, 11, 12 and 13); and
  - attaining a representative level of Inuit employment in the government (Article 23).
- **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*.
- **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

There are many issues that our department needs to address to carry out our mandate. The critical issues are:

- The successful conclusion of negotiations for NLCA implementation funding.
- That significant resource development has increased the pressures on the department's financial and human resources in our ability to effectively carry out our legislative responsibilities and to enable the protection of our environment.
- The successful completion and implementation of the various IIBAs is crucial for the further development of parks.
- The management of conservation expectations and obligations in the absence of a consistent Nunavut-wide approved land use plan is difficult.
- The lack of a highly skilled domestic work force in the science areas prevents the department from meeting its Inuit beneficiary employment goals.
- Insufficient awareness surrounding wildlife conservation, climate change and environmental stewardship.



## CORE BUSINESS

The department takes an integrated approach to sustainable resource management by focusing on wildlife, 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 four lines of business:

	Budget (\$000)	
	2007-2008	2006-2007
Corporate Management	3,526	3,426
Wildlife Management	10,130	9,185
Environmental Protection	2,396	1,106
Parks and Special Places	1,209	1,209
<b>TOTAL</b>	<b>17,261</b>	<b>14,926</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 Directorate is responsible for overall management and direction of the Department of Environment and includes the offices of the Deputy Minister and Assistant Deputy Minister. The Directorate provides leadership to the department and ensures programs and services delivered by the department reflect the priorities of the government.

The 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. PPL is also responsible for leading the incorporation of *Inuit Qaujimagit* into all department activities. PPL provides expert advice on field operations and law enforcement activities.

Corporate Services division provides overall support to the department and ensures that all programs and services are effectively managed. It ensures that the financial and human resources operations of the Department of Environment are carried out in accordance with the policies and procedures of the department and the GN.

### Objectives

- Provide strategic direction, support, guidance, and financial accountability to departmental operations in deliverance of our programs and services.
- Co-ordinate the departmental support of GN-wide priorities.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Directorate</b>		712	712
The Directorate is responsible for overall management and direction of the Department of Environment.			
<b>Policy, Planning and Legislation</b>		958	983
Policy, Planning and Legislation (PPL) oversees all corporate planning, legislation and policy development along with associated research and communications.			
<b>Corporate Services</b>		1,856	1,731
Corporate Services provides a full range of support services to the department in the areas of financial services and management, business planning, human resource services, staff development, retention and training.			
<b>Total, Corporate Management</b>		<b>3,526</b>	<b>3,426</b>

#### Priorities (2006-2007)

- Develop and implement a departmental communication strategy.  
**Status:** *Communications manager hired. Communication strategy in progress with expected completion in winter 2006-2007.*
- Further develop *Inuit Qaujimajangit* capacity and more fully integrate *Inuit Qaujimajangit* into the operations of the department.  
**Status:** *On-going.*
- Continued development of a new *Territorial Parks Act*.  
**Status:** *Territorial Park Legislative Review and Best Practices Report completed.*
- Finalize a bilateral *Species at Risk Act* agreement with Canada.  
**Status:** *Underway. Draft bilateral agreement currently being reviewed.*

#### Priorities (2007-2008)

- Conduct a critical operational review of current structure and resource allocations.
- Implement departmental communication strategy.
- Develop *Inuit Qaujimajangit* capacity and further integrate *Inuit Qaujimajangit* into the operations of the department.
- Improve records management and ability to respond to ATIPP requests.
- Improve delivery of service for advice on field operations and law enforcement activities.
- Enhance staff skill sets through training and experiential learning, specifically in financial administration.
- Increase Inuit employment.
- Complete the Field Officer Training Program Manual.
- Improve the management of leave and attendance.

## 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. This includes on-going responsibility for the co-management of Nunavut wildlife as obligated under the NLCA.

### Objectives

- Provide up to date information from various sources to co-management partners in order to make responsible wildlife management and land use decisions.
- Develop wildlife management plans with co-management partners in order to protect wildlife populations.
- Meet national and international obligations.
- Provide support and resources to co-management partners and harvesters.
- Ensure legislative and regulatory compliance through education and enforcement.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Wildlife Operations</b>		5,177	5,102
This program coordinates all wildlife management functions. It covers the delivery of wildlife management responsibilities at the community level through a network of conservation officers to ensure wildlife laws and regulations are followed. As well, this program serves as the main link with communities on a variety of other programs relating to use of renewable resources.			
<b>Wildlife Research</b>		4,007	3,137
This program includes scientific research, collection, analysis, and archival of Inuit knowledge. There are consultations including development of management plans, regulations, and conservation recommendations for consideration by the Nunavut Wildlife Management Board. It also works with Hunters and Trappers Organizations, Regional Wildlife Organizations, national and international management bodies. Finally, it reviews land use applications, monitors land use impacts, and development of recommendations with respect to wildlife and wildlife habitat.			
<b>Community Harvesters Assistance Program</b>		251	251
The Community Harvesters Assistance Program provides assistance to harvesters and recognized organizations which direct their efforts to enhancing the wise use of the harvestable resources of Nunavut. It supports the principles of renewable resource development.			
<b>Hunters and Trappers Organizations</b>		317	317
This program area involves provision of core operating funding to each of Nunavut's 25 community-based Hunters and Trappers Organizations to allow them to play an active role, with the GN, in the local management of renewable resources.			
<b>Regional Wildlife Management Boards</b>		223	223
This program area involves provision of core operating funding to each of Nunavut's three Regional Wildlife Organizations.			

**Wildlife Community Support and Contributions**

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This program administers a series of programs designed to support individuals and organizations involved in the harvesting and management of wildlife in Nunavut. This program covers various contributions to individuals and organizations, including disaster compensation; Beverly Qamanirjuaq Caribou Management Board; Canadian Cooperative Wildlife Health Centre; and community hunts.

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**Total, Wildlife Management**

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**10,130**

**9,185**

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**Priorities (2006-2007)**

- Implement new *Wildlife Act* and Regulations.  
**Status:** *Ongoing. Nunavut Wildlife Management Board is holding a series of special meetings to review and consider input from all interested parties concerning the non-quota limitations and Total Allowable Harvest (TAH) recommendations identified in the new Regulations.*
- Initiate polar bear co-management agreements with other jurisdictions.  
**Status:** *Underway. Draft agreement is presently being reviewed.*
- Establish a Polar Bear Deterrent program in every community.  
**Status:** *Not completed.*
- Complete the hiring of staff for the decentralized office in Igloolik.  
**Status:** *Completed. All positions have been filled.*
- Enhance and prioritize Peary Caribou research and work towards approval and implementation of the Peary Caribou Management Plans.  
**Status:** *Completed.*
- Enhance research on polar bear population to meet Memorandum of Understanding requirements and resolve quota issues in response to new information on the Baffin Bay and Western Hudson Bay populations.  
**Status:** *On-going.*
- Complete our bilateral agreements and meet our national obligations under the *Species at Risk Act*.  
**Status:** *Ongoing.*

**Priorities (2007-2008)**

- Begin implementation of Polar Bear Deterrent program.
- Work towards finalizing Polar Bear co-management agreements with other jurisdictions.
- Finalize Peary Caribou research reports and management plans.
- Finalize a bilateral *Species at Risk Act* agreement with Canada.
- Consolidate and analyze Polar Bear harvest information and insure the on-going dissemination of future harvest information.
- Improve data management, tracking and reporting systems.

## Environmental Protection

This division is responsible for protection of the environment. It is in charge of 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 citizens, scientific experts, industry officials and government. The *Environmental Protection Act* recognizes that all sectors of society must share responsibility as stewards of the environment.

### Objectives

- Enforce Nunavut's *Environmental Protection Act*, its regulations, and guidelines.
- Deliver a high standard of environmental protection services.
- Undertake initiatives directed towards identifying and resolving 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 participate in the development of environmental legislation.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Environmental Operations</b>		1,464	192
This line of operations is responsible for guiding the direction to environmental programs, including Pollution Control, Environmental Assessment, Land Use and Climate Change.			
<b>Pollution Control</b>		547	535
Pollution Control section administers environmental protection programs and statutory duties relating to the environment and ecosystems. It manages the elimination and/or mitigates discharge of hazardous substances, contaminants, and industrial and solid wastes. Pollution Control staff survey, monitor, and inspect air, water and soil to ensure compliance with the <i>Environmental Protection Act</i> .			
<b>Environmental Assessment and Land Use</b>		257	251
The Environmental Assessment and Land Use section reviews and provides recommendations for environmental assessments, water licensing, and land use plan development. It supports the development and amendment of resource management legislation and monitors departmental activities for consistency with the NLCA.			
<b>Climate Change</b>		128	128
This program develops climate change policy and programs, and coordinates the government's response to climate change issues. It provides input into energy management programs that influence climate change. It is also responsible for reviewing, recommending and participating in scientific research related to the study of climate changes, its impacts and adaptations.			
<b>Total, Environmental Protection</b>		<b>2,396</b>	<b>1,106</b>

**Priorities (2006-2007)**

- Work with the Nunavut Water Board to review water licenses and conditions for development projects.  
**Status:** *Ongoing; completed reviews and provided recommendations to date.*
- Work with the Nunavut Impact Review Board to review major development projects in Nunavut.  
**Status:** *Ongoing; completed reviews and provided recommendations to date.*
- Work with the Nunavut Planning Commission to establish broad planning policies, objectives and goals for the Nunavut Settlement Area, and in the development of land use plans.  
**Status:** *Ongoing; completed reviews and provided recommendations to date.*
- Implement the Nunavut Climate Change Strategy.  
**Status:** *Ongoing.*
- 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.  
**Status:** *Addressed contaminants concerns in several communities. Environmental audits initiated with information received from 16 communities. Drum collection and contaminated sites inventories are being planned.*
- Complete a report on the options for the repatriation of used vehicles in Nunavut and explore those options with other stakeholders.  
**Status:** *Completed. Reports have been submitted to Cabinet.*

**Priorities (2007-2008)**

- Develop a climate change adaptation plan and website as part of the implementation of the Nunavut Climate Change Strategy.
- Develop and implement strategies to deal with solid and hazardous waste such as used vehicles, recyclables, waste oil, spills and household hazardous waste.
- Work with Department of Finance to address the Office of the Auditor General's environmental recommendations.
- Work with Nunavut Impact Review Board, Nunavut Planning Commission, NTI, and Indian and Northern Affairs Canada (INAC) on the development of implementing legislation for Articles 11 and 12 of the NLCA.
- Work with other GN departments on the development of an internal GN Environmental Assessment review processes.
- Assist Nunavut Hudson Bay Interagency Working Group (NTK) in developing a community based monitoring initiative to better understand the James/Hudson Bay ecosystem.
- Assist NTK in planning an international conference in 2009 for discussion of environmental issues associated with the Hudson Bay.

## Parks and Special Places

The Parks and Special Places division is the GN body 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; they showcase our rich natural and cultural heritage locally, regionally, nationally and internationally.

Parks and special places represent the spirit, principles, and special relationships established through the NLCA and the IIBA for Territorial Parks. They are planned and managed jointly and are founded on sound and comprehensive resource information, *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.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Program Development</b>		361	361
This line of operations is responsible for the development of a Park and Special Places: Program, and System Plan; legislation, regulations and policy development; communications and promotion; advising on park feasibility, planning and management, and coordinating divisional research needs. The line also contributes to conservation and sustainable land management through its roles in land use planning, development review, community stewardship programs.			
<b>Operations and Planning</b>		718	718
This program is responsible for the division's capital planning, park operations, and visitor services at territorial parks, campgrounds, trails, visitor and interpretive centers and Heritage Rivers.			
<b>Geospatial Information and Land Tenure</b>		130	130
This program is responsible for the development, implementation, management and operation of the division's Geographic Information System; management and maintenance of the department's geospatial database; and provision of geographic information system products and services to the division, the department, other GN departments, and to external clients.			
<b>Total, Parks and Special Places</b>		<b>1,209</b>	<b>1,209</b>

### Priorities (2006-2007)

- Conclude the negotiations of an Umbrella IIBA for Canadian Heritage Rivers in Nunavut.  
**Status:** *Ongoing. Discussion Paper presented to NTI and Regional Inuit Associations and awaiting a response.*

## Department of Environment

- Complete management plan for the Coppermine Heritage River.  
**Status:** *Agreement reached on committee structure to oversee this work, and Terms of Reference.*
- Continue to support efforts to secure funding for the implementation of the Territorial Parks IIBA, and the newly approved Management Plan for the Thelon Game Sanctuary.  
**Status:** *Ongoing, with several letters to INAC and in person meetings.*
- Participate in negotiations with Canada and the Kivalliq Inuit Association for an IIBA for the Thelon Game Sanctuary.  
**Status:** *Ongoing, awaiting a INAC position on their willingness and timeframe to lead these negotiations.*
- Begin master plan/resource inventories for Clyde River Park.  
**Status:** *Completing gaps in feasibility study materials and preliminary resource inventories for Minister's review prior to commencing Master Plan and Resource Inventories.*
- Continue territorial park development in keeping with Park Master Plans, IIBA, and GN Capital Plan.  
**Status:** *All developments continue to be undertaken in conformance with Master Plans, IIBA and Capital Planning requirements.*
- Continued development of a new *Territorial Parks Act*.  
**Status:** *Territorial Park Legislative Review and Best Practices Report completed.*

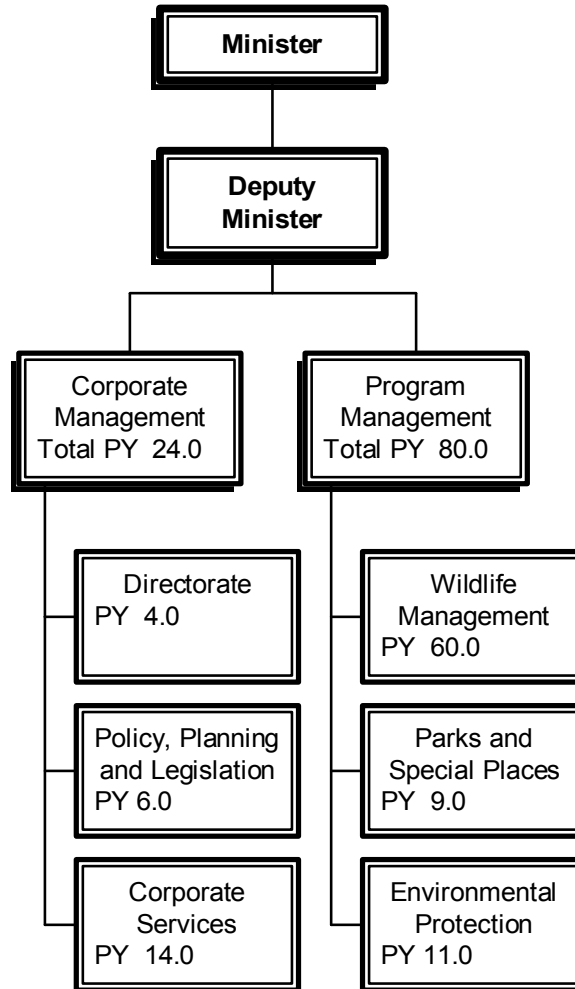
### Priorities (2007-2008)

- Develop and complete a park program.
- Develop a heritage appreciation strategy for parks.
- Complete negotiations of the Territorial Parks IIBA appendices.
- Together with Department of Executive and Intergovernmental Affairs, finalize negotiations for IIBA implementation funding.
- Complete Geo-data base and consolidate all data.
- Finalize outstanding land transfer process.



# APPENDIX I: Accounting Structure and Financial Summary

## Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	102.0
Vote 4/5 PYs	2.0
Revolving Fund PYs	-
<b>Total PYs</b>	<b>104.0</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 Management

#### 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. The division also provides scientific advice balanced with knowledge gained from *Inuit Qaujimajangit* 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 and the Nunavut Water Board. 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.

### **Parks and Special Places**

Nunavut Parks & Special Places directed by GN policies such as *Iqqanijaqatigiit* and *Pinasuaqtavut*, is the lead Territorial agency responsible for the protection and promotion of natural and cultural heritage landscapes and recreation opportunities in Nunavut. Its legislative mandate is the *Territorial Parks Act* and it participates in other key statutes such as *the Nunavut Wildlife Act*, and *the Travel and Tourism Act*. The division is also obligated to implement articles in the *Nunavut Land Claims Agreement* dealing with parks and conservation areas (primarily Article 8 and Article 9) and all articles in the *Umbrella Inuit Impact and Benefits Agreement for Territorial Parks*. The division plans, develops and delivers the Nunavut Parks and Special Places program, including capital planning, infrastructure, operations, information services, marketing, promotion and research.

## Financial Summary

Branch	2007-2008 Main Estimates		2006 - 2007 Main Estimates	
	\$000	PYs	\$000	PYs
<b>CORPORATE MANAGEMENT</b>				
Salary	2,552	24.0	2,413	23.0
Grants & Contributions	-		-	
Other O&M	974		1,013	
<b>Subtotal</b>	<b>3,526</b>		<b>3,426</b>	
<b>PROGRAM MANAGEMENT</b>				
Salary	8,143	80.0	7,627	78.0
Grants & Contributions	946		946	
Other O&M	4,646		2,927	
<b>Subtotal</b>	<b>13,735</b>		<b>11,500</b>	
<b>TOTAL</b>	<b>17,261</b>	<b>104.0</b>	<b>14,926</b>	<b>101.0</b>

## **Glossary of Acronyms**

<b>DOE</b>	Department of Environment
<b>GN</b>	Government of Nunavut
<b>IEP</b>	Inuit Employment Plan
<b>IIBA</b>	Inuit Impact and Benefit Agreement
<b>INAC</b>	Indian and Northern Affairs Canada
<b>NLCA</b>	Nunavut Land Claims Agreement
<b>NTI</b>	Nunavut Tunngavik Incorporated
<b>NTK</b>	Nunavut Hudson Bay Interagency Working Group
<b>PPL</b>	Policy, Planning and Legislation division

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**Department of  
Community  
and Government  
Services**

**Business  
Plan**

***2007-2008***

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## INTRODUCTION

### Our Mission

Community and Government Services (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.

### 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; and
- 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 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.
- 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.
  - Nunavut Housing Corporation and CGS will complete the water and sewer funding pilot program in several communities in 2006-2007. Dependent upon the success of the program, it may be expanded to include additional communities in coming fiscal years. A report documenting the proposed program and the changes (simplifications) will be prepared.
  - 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 *Nunavummi Nangminiaqtunik Ikajuuti* (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.
- 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, 2006		Target for 2007 - 2008	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>332</b>		<b>338</b>	
Total Filled Positions	266	80	251	74
Total Vacancies	66	20	87	26
Total Beneficiaries	117	44	101	40
<b>Total Executive Positions</b>	<b>3</b>		<b>3</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>16</b>		<b>16</b>	
Total Filled Senior Management Positions	16	100	14	88
Total Vacant Senior Management Positions	0	0	2	12
Total Beneficiaries in Senior Management Positions	8	50	6	43
<b>Total Middle Management Positions</b>	<b>52</b>		<b>52</b>	
Total Filled Middle Management Positions	38	73	43	83
Total Vacant Middle Management Positions	14	27	9	17
Total Beneficiaries in Middle Management Positions	9	24	10	23
<b>Total Professional Positions</b>	<b>80</b>		<b>71</b>	
Total Filled Professional Positions	69	86	47	66

Inuit Employment Representation	As of March 31, 2006		Target for 2007 - 2008	
	Number #	Capacity %	Number #	Capacity %
Total Vacant Professional Positions	11	14	24	34
Total Beneficiaries in Professional Positions	19	28	8	17
<b>Total Paraprofessional Positions</b>	<b>134</b>		<b>157</b>	
Total Filled Paraprofessional Positions	97	72	116	74
Total Vacant Paraprofessional Positions	37	28	41	26
Total Beneficiaries in Paraprofessional Positions	44	45	50	43
<b>Total Administrative Support Positions</b>	<b>47</b>		<b>39</b>	
Total Filled Administrative Support Positions	43	91	28	72
Total Vacant Administrative Support Positions	4	9	11	28
Total Beneficiaries in Administrative Support Positions	36	84	26	93

## 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/Sivuliuqtiksatsat program that seeks to develop internship opportunities with support and funding by 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 graduated one apprenticeship in Iqaluit. The department is also participating with Career Trade Show with Baffin Chamber of Commerce throughout Baffin communities to promote job to Inuit Beneficiaries.

The department is also taking some direct action to assist in addressing the need for more beneficiaries in professional positions. A co-op two-year program was created through Nunavut Arctic College 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 2005-2006. This committee is 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

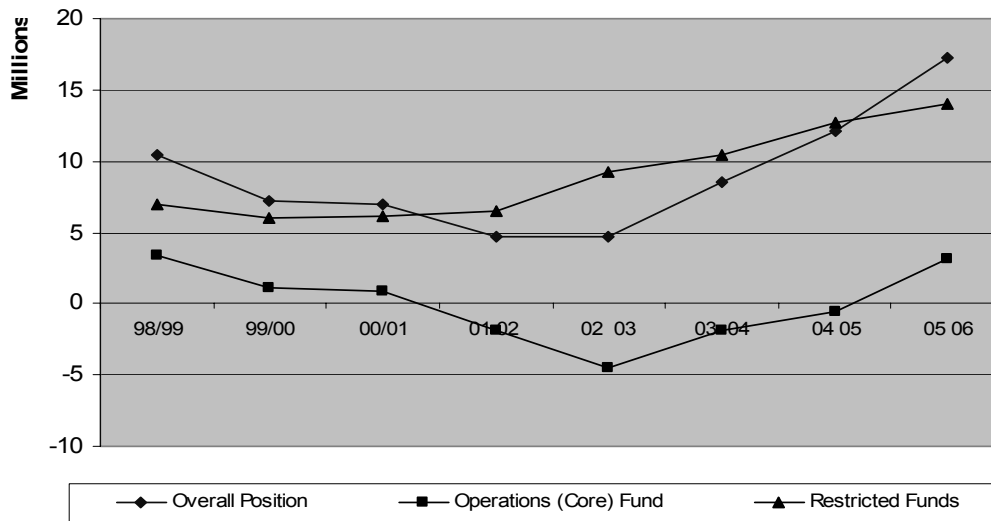
The growing complexity of municipal operations continues to face challenges from increasing pressures in the areas of labour, fuel and electrical costs.

In 2005-2006 core funding was increased by 14% which coupled with a similar increase in 2003-2004 resulted in communities now operating with funding levels that are 30% higher than 2002-2003.

CGS has increased monitoring and evaluation of all municipalities allowing the department to more quickly identify problems and assist local governments deal with potential financial issues before they develop into major risks for municipal financial health.

The department continues to heavily support municipal human resource development through the MTO providing training in all areas of local government operations.

### Profiles of Municipalities



**Figure 1: Municipal Funding & Financial Position**

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 2003-2004, municipalities now operate on funding levels that have increased by 30% from 2002-2003 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	July 1, 2005	Mean Temp (Celsius)		Roads (km)	Total Operating Expenditures (In millions) 2005-2006	Median Household Income 2000*	Population Statistics	
		July	Jan.				0 -19 years, 2005	Real Unemployment Rate (2001)*
Arctic Bay	662	H 7.4 L 2.5	H -26.1 L -32.1	7.3 (+32)	3.4	41,472	302	26.4
Arviat	2,319			20.65	7	36,864	1,193	41.0
Baker Lake	1,683	H 16.7 L 6	H -28.7 L -35.8	22.16	6.6	30,720	759	25.5
Cambridge Bay	1,387	H 13.8 L 5.6	H -26.4 L -33.8	19.5	7.3	51,456	549	17.5
Cape Dorset	1,193	H 11.2 L 3.5	H -21.7 L -28.3	20.8	11.3	36,480	562	28.1
Chesterfield Inlet	366			12	3.8	40,192	164	29.3
Clyde River	868	H 8.2 L 0.6	H -24.2 L -31.9	8.5	3.5	44,160	461	26.7
Coral Harbour	780	H 13.9 L 4.6	H -25.8 L -34.1	21.8	3.9	32,512	411	19.3
Gjoa Haven	1,116	H 13.8 L 5.6	H -26.4 L -33.8	14	5.5	31,968	526	41.6
Grise Fiord	180			3.4	1.8		95	19.6
Hall Beach	678	H 9.4 L 2.8	H -27.8 L -35.7	5.1	6.2	34,688	357	37.3
Igloolik	1,404	H 10.7 L 3.3	H -27.2 L -34.2	10.1	5	35,904	710	35.4
Iqaluit	6,304	H 11.6 L 3.7	H -22.5 L -30.6	23	34	69,650	2,193	9.8
Kimmirut	470			8.2	3.8	42,496	224	20.3
Kugaaruk	770	H 9.7 L 2.9	H -29.7 L -35.6	5	6.8	47,488	426	19.7
Kugluktuk	1,324	H 13.8 L 5.6	H -26.4 L -33.8	17	5.3	39,552	536	28.5
Pangnirtung	1,324			14.3	6.3	35,968	606	31.1
Pond Inlet	1,298	H 9.8 L 2.1	H -28.8 L -35.9	13	5.3	41,632	660	31.8
Qikiqtarjuaq	552			7.86	3.5	30,114	234	46.8
Rankin Inlet	2,376	H 14.9 L 5.9	H -28.3 L -35.5	23.44	6.5	54,997	1,020	16.2
Repulse Bay	686			10.8	4.7	39,168	386	32.3
Resolute Bay	233	H 7.1 L 1.4	H -28.8 L -35.9	15	2.2		102	6.9
Sanikiluaq	742			9	3.6	37,696	363	41.5
Taloyoak	851	H 11.5 L 3.2	H -29.7 L -39.3	11	8	36,096	426	29.3
Whale Cove	316			13	3.1	30,320	165	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 continues to evolve to improve the level of service to GN user departments. The evolution includes the implementation of electronic tools to aid in the tracking and reporting of contracts and purchases orders. This technology will improve the timeliness of reporting and shorten the cycle time for the procurement process. Training of user departments on the use of the electronic tools is a necessity that will allow the departments to take full advantage of the new technology.

## 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 mandate of the organization is to identify community staff training needs, provide training to address those needs and to encourage the use of best practices – with the goal of continuous performance improvement in municipal operations.

In partnership with Nunavut Arctic College, the MTO is entering its third year of delivering the municipal government plan which allows municipal employees and other community residents to receive accredited training and certification in municipal management and governance. The MTO also provides targeted training in areas such as class 3 & airbrake for municipal drivers and firefighting training for Nunavut's municipal fire departments.

The MTO now delivers training to over 800 Nunavummiut annually.

## 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 2000-2001 to 2003-2004. 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 either 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 support 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 increased maintenance and operational costs which place a strain on municipalities which have limited own-source funding.
- Two years of 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 (7) lines of core business:

	Budget (\$000)	
	2007-2008	2006-2007
Advisory and Administrative Services	7,647	7,899
Community Support Services	8,116	8,876
Government Services	58,026	54,412
Municipal Transfer Payments	45,132	42,629
Protection Services	5,386	5,433
Capital Planning and Technical Services	21,934	21,293
Petroleum Products *	-	-
<b>TOTAL</b>	<b>146,241</b>	<b>140,542</b>

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

### Advisory and Administrative Services

Advisory and Administrative Services provides information and support to the Minister's office and provides policy and communications support to the senior staff. In addition, it provides financial management, accounting and administration services for headquarter and regional operations.

Advisory and Administrative Services also includes the Regional Directors who coordinate program and service delivery to community governments.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Directorate</b>		1,275	1,567
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>		595	589
Provides policy and legislative support for the senior managers and Minister.			
<b>Corporate Services</b>		3,410	3,682
Provides financial management, accounting and administrative services for the department.			
<b>Regional Offices</b>		1,588	1,575
Coordinates program and service delivery to communities through regional offices.			
<b>Support Services</b>		779	486
Provides Human Resources services as well as providing internal procedural administrative services for the department.			
<b>Total, Advisory and Administrative Services</b>		<b>7,647</b>	<b>7,899</b>

### Priorities (2006-2007)

- Implementation of the Department Inuit Employment Plan Strategy;  
**Status:** A completed departmental Inuit Employment Plan Strategy was formally given to Department of Human Resources for approval. Both CGS ADMs and all the divisional directors/assistant regional directors participated in the development of the strategy and are now implementing the five year plan. Overall GN is expecting 59% Inuit beneficiaries in all job categories and CGS is expecting 56% due to very highly technical positions that are hard to fill positions. To meet the obligation CGS has implemented various training and scholarship initiatives to attract Inuit beneficiaries to position that are either technical or positions that require accreditation.
- Develop and deliver workshops for all CGS staff across Nunavut on the Eight Inuit Qaujimaqatungit principles so they can be integrated as part of Business Corporate practice;  
**Status:** CGS, HR division is integrating the Inuit Qaujimaqatungit principles as part of staff orientation to all new staff. Inuit Qaujimaqatungit workshops have been implemented as part of face to face senior management meeting twice a year.
- Undertake legislative review of the *Local Authorities Elections Act* and examination of issues regarding the amending of the *Planning Act*;  
**Status:** The **Planning Act** review was cancelled due to staffing shortages in the Community Planning Division. Work is ongoing on amendments to the **Local Authorities Election Act** and the **Civil Emergency Measures Act**. Legislative Proposals have been approved and consultations are currently taking place for both pieces of legislation. Drafting of amendments to be completed for Winter or Spring 2007.
- 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.  
**Status:** Ongoing. Department of Justice is currently drafting the Regulations.

### Priorities (2007-2008)

- Complete amendments to the *Local Authorities Election Act* and the *Civil Emergency Act*;
- Undertake legislative review of *Consumer Protection Act*, *Lotteries Act* and *Conflict of Interest Act*.

## 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>2007-2008</b>	<b>2006-2007</b>
<b>Community Development</b> Develops and aids community development by fostering self-reliance, through initiatives that develop the capacity of communities to operate services.		3,143	3,181
<b>Municipal Training Grant</b> Facilitates the development and provide delivery of municipal training initiatives in Nunavut.		170	170
<b>Community Development Fund</b> Supports community-based capacity development in program management and delivery, self-monitoring and self-evaluation through training and development initiatives.		1,050	1,050
<b>Community Planning &amp; Lands</b> Provides community planning, mapping, property assessments and land administration services. Support communities in developing Community Sustainability Plans.		2,971	3,197
<b>Technical Professional Studies Program</b> 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.		45	45
<b>Senior Citizen and Disabled Persons Tax Relief</b> Provides tax relief for senior citizens and disabled persons residing within municipal tax authorities.		40	40
<b>Nunavut Association of Municipalities</b> Financially assists the association representing Nunavut municipalities.		135	135
<b>Nunavut Leader's Forum Funding</b> Facilitates community leaderships meeting in Nunavut.		100	100
<b>Community Asset Protection Program</b> 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.		200	700
<b>Consumer Affairs</b> Provides consumer protection services and lottery and business licensing.		262	258
<b>Total, Community Support Services</b>		<b>8,116</b>	<b>8,876</b>

**Priorities (2006-2007)**

- Initiate formal discussions with Municipalities for movement to a tax base structure;  
**Status:** *Formal discussions with stakeholders are underway.*
- Implement Community Maintenance agreements in identified communities;



**Status:** *Community maintenance agreements are in place with most Nunavut communities and discussions are underway for those that are not.*

- Jointly implement the Nunavut Community Infrastructure Advisory Committee (NCIAC) with communities;

**Status:** *The NCIAC is up and running. The NCIAC have consulted with all hamlets in Nunavut and have made project recommendations to the responsible committee.*

- Jointly deliver, with NAMIX, loss-control training and development programming to improve loss-control practices;

**Status:** *Loss control workshops have been delivered.*

- Introduce improvements in the land review process;

**Status:** *The land review process is being studied and we expect firm recommendations to be forthcoming before the close of the fiscal year.*

**Priorities (2007-2008)**

- Continuation of Water and Sewage Pilot Project roll out to additional participating communities;
- Complete the Municipal Taxing Model for consideration;
- Establish a Granular program;
- Continue the work of the Nunavut Community Infrastructure Advisory Committee.

**Government Services**

Centralized government services are provided to departments and agencies. The range of services includes property management, utilities management, contracts, 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>2007-2008</b>	<b>2006-2007</b>
<b>Telephone Systems (Voice and Video)</b>		4,142	4,142
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 Planning and Services</b>		15,091	15,081
Provides all GN departments, agencies and crown corporations with enterprise-wide information planning and architecture including information policies, standards, controlled vocabulary (meta-data), reference models, and schemas. Subsequently provides systems development, operations and support for computer hardware and software applications aligned with that architecture.			
<b>Property Services</b>		11,625	11,189
Manages GN Office space, administers leases and is responsible for disposal of real property assets.			

<b>Utilities Management</b>	25,332	22,297
Administration of utilities for government facilities. Promotes conservation of non-renewable resources.		
<b>Procurement, Contract Support, and Logistics Services</b>	1,480	1,347
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, freight and consulting services for all government departments.		
<b>Records Management</b>	356	356
Develops and implements policies, standards, procedures and guidelines on records management issues. Oversees, maintains and implements Administrative Records Classification System (ARCS) and Operational Records Classification systems (ORCS). Manages three record centers across Nunavut in Iqaluit, Rankin Inlet and Cambridge Bay.		
<b>Total, Government Services</b>	<b>58,026</b>	<b>54,412</b>

**Priorities (2006-2007)**

- Develop a completely revised Telecommunications Business Continuity Plan (Disaster Recovery) for the Government of Nunavut as a whole;  
**Status:** *is on time and will be completed in the 4<sup>th</sup> quarter.*
- Develop and implement an updated Network Domain Structure that will provide a more secure, scalable, robust and flexible service for the Government of Nunavut;  
**Status:** *was completed during 2<sup>nd</sup> quarter of this year.*
- 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;  
**Status:** *is on time and will be completed by January 2007.*
- Review the Government of Nunavut core information strategy as it relates to security and safekeeping of sensitive government information;  
**Status:** *is on time and will be completed during Q3.*
- Develop a long-term GN office space plan. Assist Nunavut client departments, boards and agencies with capital and program planning and coordinating needs analysis.  
**Status:** *The fieldwork has been completed and a draft report consisting of observations, technical drawings and recommendations has been prepared. Work has begun on the drafting of an executive summary for ministerial approval.*

**Priorities (2007-2008)**

- Begin the 5 year implementation of the new master Telecommunications Strategy;
- Develop a companion master Information Management Strategy covering all aspects of content classification, ease of retrieval, decentralized access, assignment of security levels, business continuity procedures, institute 'functional' operational records classification,

maintain 'subject' based administrative records classification during the transition, strengthen privacy assessment and, especially, begin applying all of these considerations to electronic records;

- Review and improve the Government's informatics planning processes such that the procedures for planning and procurement of major informatics systems provide similar financial and project management controls and accountability as the Capital Planning process;
- Roll-out of the Electronic Purchasing System, refinement of the Contract Reporting Database (CRDB) and a movement towards electronic issuance and receipt of tender and proposal documents;
- Enacting recommendations as outlined in the Annual Re-supply Evaluation Report. These initiatives will include the establishment of an Alternate Dispute Resolution System, further cost/benefit study of containerization services, marshaling & packaging as well as transportation service enhancements for sealift services to the Kivalliq;
- Modernize and streamline warehousing operations in regard to the control of non-fixed assets. Included in this will be a review of revolving stock and printed forms that can be digitalized.

## 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.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Municipal Funding Policy</b>		34,381	31,878
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 assistance to municipalities to offset the high cost of water delivery services and sewage removal services.			
<b>Grant in Lieu of Taxes</b>		1,280	1,280
Ensures fair compensation to tax-based municipal governments for municipal services provided to the GN.			
<b>Community Transfer Initiative</b>		3,902	3,902
Funds the transfer of responsibilities, functions and resources from various GN departments to municipalities.			
<b>Total, Municipal Transfer Payments</b>		<b>45,132</b>	<b>42,629</b>

### Priorities (2006-2007)

- The department is reviewing the Water and Sewage Services Subsidy program (WSSSP).

CGS intends to pilot a new waste and sewage subsidy program in 3 municipalities in 2006-2007.

**Status:** *Pilot Projects were initiated in the municipalities of Kugaaruk, Chesterfield Inlet and Pangnirtung effective April 1, 2005. CGS is conducting a mid-year review of the 3 pilot projects in October 2006. Areas of concern with the projects will be reviewed and addressed with the partnered communities. Recommendations to improve the program as well as bring more communities onto the block funded program will be made by March 2007.*

**Priorities (2007-2008)**

- CGS intends to roll-out the block funding program for water and sewer funding to additional communities and would like to have all communities on this program by March 2008.

**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>2007-2008</b>	<b>2006-2007</b>
<b>Emergency Management Organization</b>		762	766
Responsible for emergency preparedness plans and provides assistance to Nunavut communities in creating their own plans.			
<b>Search and Rescue</b>		500	500
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>		54	54
Ensures the provision of basic essential fire fighting equipment for municipal fire fighters in Nunavut.			
<b>Fire Marshal's Office</b>		1,112	1,113
Provides inspections and enforcement of the applicable fire prevention requirements found in various acts and regulations.			
<b>Fire Protection Strategy</b>		1,985	2,000
Provides for implementation of the Nunavut Fire Protection Strategy.			

**Inspection Services**

973

1,000

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.

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**Total, Protection Services**

**5,386**

**5,433**

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**Priorities (2006-2007)**

- A revised Nunavut Emergency Preparedness Plan (NEPP) will be developed and implemented;  
**Status:** *Work is ongoing. A draft plan has been submitted. Once the program needs and plan are completed recommendations will be made to the Deputy Minister for direction.*
- An enhanced Territorial Emergency Operations Centre (TEOC) will be developed and linked to the federal Government Operations Centre (GOC);  
**Status:** *Work is ongoing. Once the final consultants report is in recommendations will be made for further direction.*
- Emergency Services will facilitate community efforts to access GN policies which provide enhanced equipment and training to SARO;  
**Status:** *SARO training is scheduled for the three regions this fall/winter. A new policy regarding SARO funding is being developed and will be forwarded to the Deputy Minister for approval.*
- Protection Services will refine the long-term strategy to provide guidance for each community fire department to improve services;  
**Status:** *Training has been adjusted to better reflect the need for more practical hands on training versus structured classroom text book training. Command, control and tactical training are being implemented for officers. Review of each fire department's skills is being conducted to refine the training program for each department specific to that departments need.*
- Develop a policy regarding inspections, including fire prevention, for mines and isolated entities.  
**Status:** *Discussions have begun with some of the mining sector. As well, the Department of Economic Development and Transportation will be contacted to discuss the next steps to ensure that there is no more red tape then necessary to effectively implement the program. Policy to be in place by fiscal year- end.*

**Priorities (2007-2008)**

- NEM Develop and implement a new SARO policy for funding, including identifying process for insurance coverage of machines and equipment damage while on an authorized SAR;
- Safety Section to complete public consultation process for Technical Standards and Safety Act regulations, bring forward for cabinet/standing committee approval;
- Office of the Fire Marshal to identify various options and cost of implementation for an enhanced fire alarm, security monitoring system meeting the requirements of various codes for an in Nunavut monitory system;

- EMO to work with and advise other departments and the communities on development of an emergency preparedness program.

## 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 for 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.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Capital Program</b>		2,075	1,826
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>		2,898	2,917
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>		2,891	2,910
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>		14,070	13,640
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, Capital Planning and Technical Services</b>		<b>21,934</b>	<b>21,293</b>

### Priorities (2006-2007)

- Implementation of phase #2 and #3 of Energy Management program.
  - Nunavut Energy Retrofit Program. Measures that reduce energy consumption and cost;

**Status:** *The Nunavut Energy Retrofit Program pilot project has been initiated as intended. Investment grade feasibility studies shall be completed and energy saving measures will be identified prior to the 2007/2008 sealift season for implementation.*

- Facility Energy Efficiency Review Program. Guidelines for all future construction;

**Status:** *The Facility Energy Efficiency Review program is fully implemented. The Technical Support section of the Technical Services division can produce buildings that incorporate lower capital and operating costs, that use less energy but only with the support of all client departments.*

### **Priorities (2007-2008)**

- Coordinate with regional offices to ensure that required energy data is collected accurately and consistently using the MMOS system in support of future energy retrofit projects.
- Communicate with all departments to gain support of simpler, cost effective and energy efficient building designs to reduce the demand for increasing capital and O&M budgets and to stretch existing capital budgets further.
- Continue to implement energy retrofit projects and complete low cost energy work where feasible.
- Review all "as and when" maintenance contracts with the objective of doing much of the standard preventative maintenance in house with our own staff.

### **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**

PPD 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 (2006-2007)**

- Update the Aircraft refueling training program;  
**Status:** *Completed (it was developed in-house by updating the outdated training program)*
- Review and implement the training response plans under the *Canada Shipping Act*;  
**Status:** *Completed and submitted to Transport Canada. Awaiting final review and approval.*
- In conjunction with the Protection Services of CGS, develop a plan to respond to requirements of the new Federal Tank Farm Storage Regulations;  
**Status:** *On-going. Impact assessment being developed by consultant FSC Architects & Engineers.*
- Implement the recommendations in the Gasoline Report.  
**Status:** *On-going. There were four recommendations made in the report, two out of four recommendations have been completed which are establishing a complaint protocol for GN*

*supplied petroleum products and re-organization of PPD, the other two will be deferred to 2007-2008 due to staffing.*

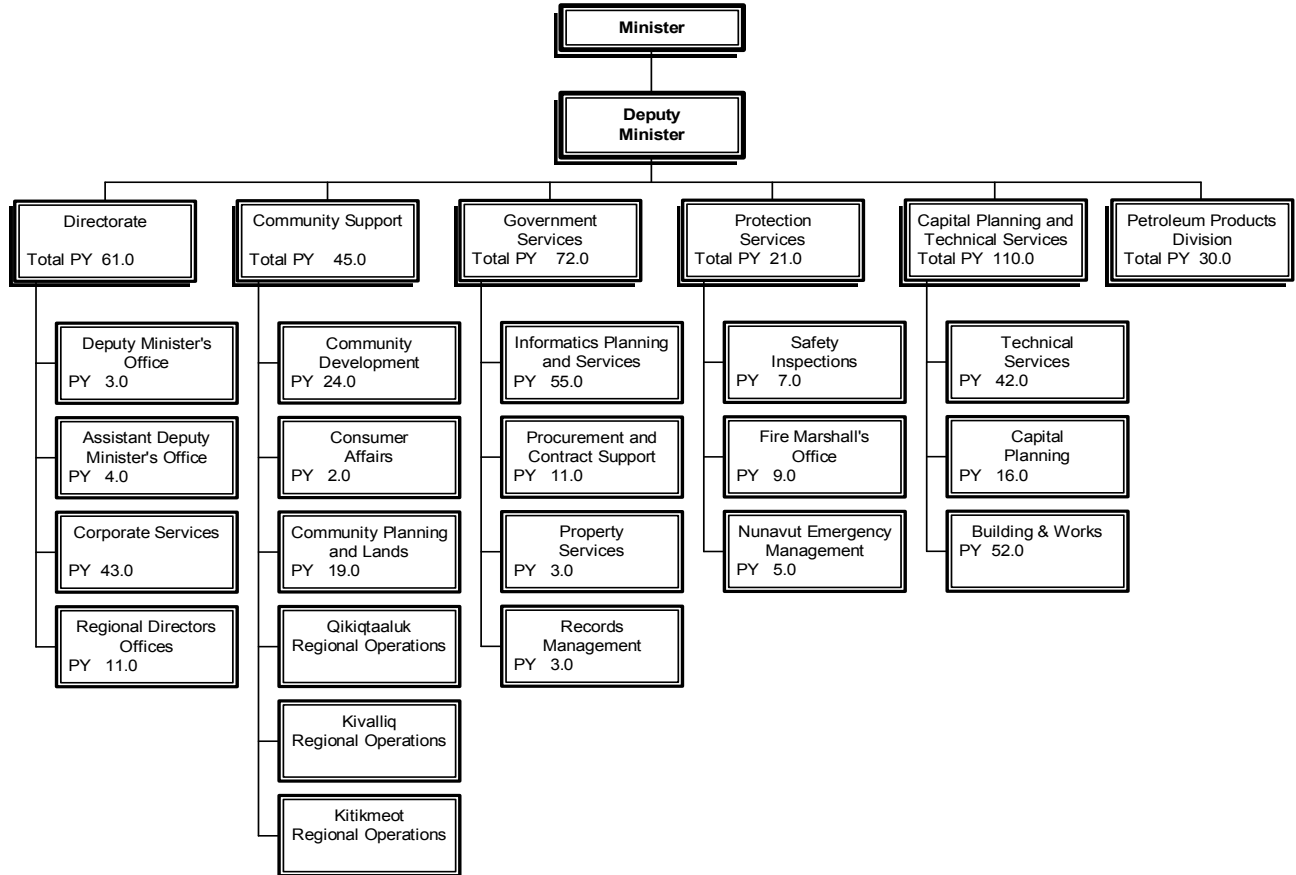
**Priorities (2007-2008)**

- Complete the replacement schedule for fuel delivery tank trucks to comply with transportation of dangerous goods regulations by obtaining the permit equivalent level of safety for Nunavut from Transport Canada and maintain annual compliance and to develop a training plan of GN/PPD employees for contractors to become certified mobile tank inspection/testing facilities;
- Implement the recommendations made by consultants to comply with the new regulations on Federal Tank Farm Storage Regulations;
- Explore a joint venture research initiative with major partners such as Alberta Research Council and major refineries to seek solutions to the cold weather challenges that impact on fossil fuels;
- Re-assess our gasoline specification to determine whether high octane levels specified for Kivalliq and Baffin communities are necessary;
- Complete the re-organization plan of PPD e.g. staffing.



# APPENDIX I: Accounting Structure and Financial Summary

## Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	309.0
Vote 4/5 PYs	-
Revolving Fund PYs	30.0
<b>TOTAL PYs</b>	<b>339.0</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 and 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, the Emergency Measures Organization (EMO) and the 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	2007- 2008 Main Estimates		2006 - 2007 Main Estimates	
	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>				
Salary	6,262	61.0	6,474	64.0
Grants & Contributions	-		-	
Other O&M	1,385		1,425	
<b>Subtotal</b>	<b>7,647</b>		<b>7,899</b>	
<b>COMMUNITY SUPPORT AND OPERATIONS</b>				
Salary	4,579	45.0	4,839	47.0
Grants & Contributions	46,672		44,669	
Other O&M	1,997		1,997	
<b>Subtotal</b>	<b>53,248</b>		<b>51,505</b>	
<b>GOVERNMENT SERVICES</b>				
Salary	6,787	72.0	6,713	69.0
Grants & Contributions	-		-	
Other O&M	51,239		47,699	
<b>Subtotal</b>	<b>58,026</b>		<b>54,412</b>	
<b>PROTECTIVE SERVICES</b>				
Salary	2,124	21.0	2,171	21.0
Grants & Contributions	1,654		1,654	
Other O&M	1,608		1,608	
<b>Subtotal</b>	<b>5,386</b>		<b>5,433</b>	
<b>CAPITAL PLANNING AND TECHNICAL SERVICES</b>				
Salary	10,639	110.0	10,041	105.0
Grants & Contributions	-		-	
Other O&M	11,295		11,252	
<b>Subtotal</b>	<b>21,934</b>		<b>21,293</b>	
<b>PETROLEUM PRODUCTS</b>				
Salary	-	30.0	-	26.0
Grants & Contributions	-		-	
Other O&M	-		-	
<b>Subtotal</b>	<b>-</b>		<b>-</b>	
<b>TOTAL</b>	<b>146,241</b>	<b>339.0</b>	<b>140,542</b>	<b>332.0</b>

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**Department of  
Economic Development  
and Transportation**

**Business  
Plan  
*2007-2008***

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## INTRODUCTION

*In regions where there is growing demand for goods and services arising from a growing population or from increasing levels of individual consumption, economic growth will be necessary in order to achieve the goals of development.*

(The Conference Board of Canada “Nunavut Economic Outlook May 2001,” page 10.)

Nunavut has both a rapidly growing population and increasing levels of individual consumption, fuelled by the rising expectations of our youth. Together these forces drive local demand for goods and services, which can only be provided through development and economic growth.

The demand for additional and wide-ranging goods and services contributes to the emergence of a “mixed” economy, where the way of life based on traditional use of the land persists with a modern developing economy driven by investment from outside the territory. This co-existence of the traditional way of life or “land-based” economy with that of the emerging “wage-based” economy provides a principal challenge for the Department of Economic Development & Transportation. The department must support the rich economic traditions and culture of the Inuit, while promoting the development of a modern economy. Above all, the department must ensure Nunavummiut participate fully in the opportunities provided by this development.

The department promotes economic opportunities for the benefit of Nunavummiut now, and in the future. Support is provided to specific sectors in an effort to develop local industry that will provide the foundation for economic growth. The department takes an active role in promoting and supporting mining, oil and gas related activities, tourism, the fishery and cultural industries. It also supports the continued harvesting of land and marine animals. The department is committed to helping build capacity in Nunavut communities through organizational development, and by identifying and promoting local business opportunities, providing support for local entrepreneurs, and by providing funding to business, sector associations, and community development organizations.

Transportation will play a critical role in the maturation of the Nunavut economy and the territory’s ability to succeed in the future. The development of reliable and efficient transportation to, and within, the territory may be the most important component needed for Nunavut’s sustainable economic growth. Necessities such as fuel and the majority of food and clothing come into the territory via water or air. Other consumer goods and the materials required for the construction of local infrastructure must also be shipped into the territory. Goods produced within Nunavut must be distributed through “inter-settlement” transportation networks. Resource developers require efficient supply lines and routes to world markets.

Improved transportation systems within Nunavut will also allow for greater access to local resources that may provide significant economic impacts. The development of community access roads, territorial roadways, and improved air and water transportation allows for the development of fish, mineral, and oil and gas resources, as well as tourism opportunities – all have the potential to provide significant economic benefits to Nunavut. Without an efficient transportation system, costs will be high, and the development of these economic opportunities will be slowed.

For Nunavummiut to be full participants in Canada and the global community we must be able to safely and efficiently travel outside of Nunavut. Access to educational services by Inuit in all communities is essential for the development of an educated and skilled Inuit workforce that will be the foundation for Nunavut’s economic growth. Transportation outside of the territory can allow for

Nunavummiut to attain advanced education and improve skills by attending workshops, training courses, and taking university and college courses. A safe and reliable transportation system also permits skilled workers from outside the territory to contribute to economic development through their work directly and through the transfer of their skills. Skills must also be exchanged between communities in Nunavut, and local labour must be as mobile as possible for the economy to thrive. Presently, employment opportunities for educated Inuit already exist within the territory and as the local economy continues to grow and other sectors, such as mining and oil and gas, begin to contribute to this growth, many more opportunities for educated Inuit, who are able to move easily between communities, will arise.

The development of improved transportation systems within the territory responds to the great distances which separate many of the communities in Nunavut, in geographic and social terms. Beyond the obvious benefits of improved access to goods and services a reliable transportation system allows for a greater opportunity for the sharing of ideas and culture across regions and communities. The strengthening of social networks within the territory is essential in forging the identity of Nunavut and ensuring that all people in the territory can contribute to decisions about the nature of economic growth.

## **Our Mission**

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

## **Our Vision**

*A strong, dynamic, developing economy supported by a safe, effective transportation system.*

## **Our Principles and Values**

- Transparency and accountability to Nunavummiut.
- *Inuit Qaujimajatuqangit* guides the way the department develops and delivers 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.
- Continued improvement of transportation infrastructure 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.
- Development of Nunavut's resource sector in a manner that is respectful of the land, its people, and Nunavut's culture and ideals.
- Respect for our elders and for the future of our children.

## **Language Services**

Fifty percent 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 and two members of staff in the department's Cambridge Bay 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**

Six employees can assist with public inquiries in French: three in Iqaluit, two in Rankin Inlet, and one in Arviat.

### **Plans for 2007-2008**

The department will continue to aggressively implement its Inuit Employment Plan.

The departmental website provides its services in Inuktitut, Inuinnaqtun, English, and French.

## **STRATEGIC COMMITMENT TO PINASUAQTAVUT**

### **Inuit Qaujimagatuqangit**

The department will implement *Inuit Qaujimagatuqangit* (IQ) in the workplace. The department established an *Inuit Qaujimagatuqangita Isumaksaqsuqtingit* (IQI) Committee to provide advice and recommendations on *Inuit Qaujimagatuqangit* 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) incorporating Inuit knowledge, culture, and values;
- b) recognizing the needs and goals 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 identifying communities with the greatest economic need. The department will revise and develop programs in key economic sectors – mining, the fishery, 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 related to our programs and services.

The department will ensure the existence of a safe, efficient transportation system that meets the needs of all Nunavummiut, and will lobby the federal government for recognition of Nunavut's specific transportation issues and needs.

### **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 Government of Nunavut (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 for the 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 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, the fishery, tourism, cultural industries and business and export development 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. Currently about 54% of department staff is Inuit. The target level of employment is currently exceeded in the Executive, Paraprofessional, and Administrative categories. The number of beneficiaries in Professional, Management, and Middle Management positions currently falls short of the level required for 56% Inuit employment.

### Challenges

In common with most government departments, the Department of Economic Development and Transportation faces many challenges in meeting its Inuit employment targets. Nunavut's small population makes for intense competition within the labour force for people with qualifications for positions within the public service. Many of these positions demand specialized skills and knowledge, which are not easily obtained within the territory. Labour mobility is also a challenge for our department, which has offices in ten Nunavut communities. Finally, few Inuit in the past have viewed public administration as an attractive employment option, in part because opportunities were limited.

### Departmental Inuit Employment Targets

Inuit Employment Representation	As of March 31st, 2006		Target for 2007- 2008	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>124</b>		<b>130</b>	
Total Filled Positions	109	88	126	97
Total Vacancies	15	12	4	3
Total Beneficiaries	55	50	65	52
<b>Total Executive Positions</b>	<b>3</b>		<b>3</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>13</b>		<b>14</b>	
Total Filled Senior Management Positions	13	100	14	100
Total Vacant Senior Management Positions	0	0	0	0
Total Beneficiaries in Senior Management Positions	5	38	5	36
<b>Total Middle Management Positions</b>	<b>27</b>		<b>28</b>	
Total Filled Middle Management Positions	25	93	28	100
Total Vacant Middle Management Positions	2	7	0	0
Total Beneficiaries in Middle Management Positions	8	32	10	36

Inuit Employment Representation	As of March 31st, 2006		Target for 2007- 2008	
	Number #	Capacity %	Number #	Capacity %
<b>Total Professional Positions</b>	<b>15</b>		<b>20</b>	
Total Filled Professional Positions	10	67	18	90
Total Vacant Professional Positions	5	33	2	10
Total Beneficiaries in Professional Positions	3	30	6	33
<b>Total Paraprofessional Positions</b>	<b>53</b>		<b>51</b>	
Total Filled Paraprofessional Positions	46	87	49	96
Total Vacant Paraprofessional Positions	7	13	2	4
Total Beneficiaries in Paraprofessional Positions	28	61	28	57
<b>Total Administrative Support Positions</b>	<b>13</b>		<b>14</b>	
Total Filled Administrative Support Positions	12	92	14	100
Total Vacant Administrative Support Positions	1	8	0	0
Total Beneficiaries in Administrative Support Positions	9	75	14	100

## Departmental Inuit Employment Initiatives

### Government of Nunavut Initiatives

The department continues to participate in GN initiatives to implement the Inuit Employment Plan.

- **Maintain Flexible Working Hours**  
This initiative will be undertaken in coordination with the Department of Human Resources as part of the department's comprehensive review of its recruitment, selection and personnel management policies and procedures.
- **Full-time Trainees**  
Targets for trainee hiring have been set in the Inuit Employment Targets. Recruitment, hiring, needs assessment, orientation, training design and delivery will be elements of the division and department work plans, and supported by the Manager of Human Resources and Organizational Development and the *I/Q* committee.
- **Student Summer Employment Program**  
The department participates in the GN summer employment program.

### Departmental Initiatives

- **Staff Training**  
Upon hiring, a training needs assessment will be conducted for Inuit staff. Training needs will be identified, and individual employment goals and training plans developed based on identified needs. Training methodologies may include internal work placements, job sharing, training on the job, mentorships, workshops, seminars, courses delivered by Arctic College or an external delivery agency, academic studies, or self-directed learning, depending on the specific needs of employees and on resources available.

- **Develop Performance Management Program**  
The department is developing a goal-oriented performance evaluation system that will promote positive feedback from employees and that will involve the employee in the setting of goals. Implement regular performance appraisals on the employee's anniversary date. Monitor employee goals with regular reviews and meetings. Train manager and directors on the performance management process. Promote employee retention through communication, employee appreciation events and IQ days.
- **Review and Strengthen Human Resources Policies and Procedures**  
This initiative is undertaken in conjunction with the Department of Human Resources, as part of the department's comprehensive review of its recruitment, selection and personnel management policies and procedures.
- **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 maintains an employee retention plan, and holds employee recognition and staff appreciation events. In addition, the human resources section of the department works with employees to develop training plans and implement a monitoring system to ensure that training is available for all staff.
- **Employment Preparation Initiatives**  
The department supports two beneficiaries who are students in post secondary studies in geology.
- **Math and Sciences Awards Program**  
The department is responsible for a "Math and Sciences Awards Program" which rewards the top math and science students in grade 8, grade 10 and grade 12 in each Nunavut community.



## **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 have fostered a rich and vibrant culture that is recognized worldwide. 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.

Nunavummiut must be in a position to participate in all aspects of economic growth in the territory. People must have the education and the required skills to obtain the maximum benefits of economic development. The department must work with other departments and government agencies to ensure that its programs promote education and skills development as key contributors to long-term economic success.

The primary objective of the department is to help transform 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.

### **Economic Growth and Transportation**

The presence of local infrastructure is essential for economic growth. Above all, the continuing development of Nunavut's transportation system – airports, marine facilities, and the creation of roads to resources, including links to the rest of Canada – is essential to the ability of Nunavummiut to be full participants in the growth of our economy.

Nunavut is dependent on the importation of goods. Fresh fruits and vegetables along with the majority of other food products come from outside of the territory. Consumer goods such as furniture, electronics, appliances and household goods are all shipped into Nunavut. Building materials for residential units, businesses, schools, hospitals and government offices all need to be brought into Nunavut.

The transportation of people is also important as the local workforce develops the capability to meet most of the labour needs of a developing economy. Many individuals working for government, in the medical profession and in education are not native to Nunavut. Workers in the construction sector also often come from other areas to offset skill shortages in many construction related occupations. The emergence of Nunavut's mining sector and the opportunities associated with oil and gas will likely increase the need to bring workers into the Territory. Nunavut's ability to attract skilled workers is dependent, in part, on the perception of the local transportation system. If people believe

that they can travel to Nunavut in a safe and timely manner, and that upon arrival they will not be isolated, Nunavut will have greater success in attracting and retaining the skilled workers required to continue economic development.

The development of a reliable and efficient transportation system can have positive impacts on investment. Companies and individuals are more likely to invest in regions that have reliable transportation systems that can provide the appropriate support for local industry. Mining and petroleum companies will be more willing to commit to exploration and development activities if they know they can move their equipment, materials, employees and product in a cost effective and timely manner. The local transportation system must be able to meet the needs of these emerging industries if Nunavut is to fully capitalize on the potential of these economic growth areas.

Continued development of the Nunavut transportation system has positive implications for the promotion and external marketing of Nunavut products. The territory has a great deal to offer in terms of unique goods and services. Nunavut has a thriving arts and crafts sector which is recognized throughout the world. Improved transportation systems would allow local artists and businesses greater access to markets outside of Nunavut resulting in an improved market profile for local arts and crafts and the potential for greater economic benefits. The local film industry will also benefit from improved transportation into and within the territory, helping to continue the recent momentum created by the success of several projects.

Tourism also benefits directly from an effective transportation system. Potential tourists may be lost to Nunavut if there is a negative perception of the Nunavut traveling experience. It is important for local tourism that every effort is made to control the costs of traveling to Nunavut and within the territory, and also to ensure that the quality of service is of the highest level. The continuation of effective management of airports and harbour facilities will go a long way in ensuring efficiency in the transportation system and will have positive results for local tourism. The potential economic impacts associated with tourism are significant, so it is crucial that every effort be made to ensure that transportation to Nunavut and within Nunavut is of the highest quality possible.

## **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 for full participation of community members in the economy, drawing on local resources, which are mobilized and focused on economic goals through organizational development and partnerships. This approach provides the opportunity to be innovative in how to proceed with development throughout the territory. Community-based development provides for the identification of community strengths and weaknesses, particular growth opportunities and community specific needs. Economic development becomes a tool for strengthening community.

### ***Nunavummi Nangminiqaqtunik 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 contributes 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 portion of the 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 as a part of 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**

The trade of locally produced products faces many challenges in Nunavut. On the supply side, Nunavut businesses and development corporations need to become export ready, to develop value-added components, 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. Nunavut produces unique products in film, arts and crafts and tourism which represent economic opportunities for the territory.

## **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 10 communities. In 2006, mineral exploration investment in Nunavut was estimated to be approaching \$200 million. Within the next five years Nunavut may have five operating mines employing up to 1700 people.

## **Petroleum Exploration and Development**

Nunavut has world-class petroleum potential. Current estimates place the petroleum potential of the Sverdrup basin alone, equal to about 11% of Canada's total crude oil resources, and 20% of Canada's natural gas resources. Significant future exploration activity will be required for a more accurate picture of Nunavut's oil and gas potential. 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 promoting and facilitating 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. As discussed above, economic growth depends on the development of Nunavut's transportation system.

## **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. These improvements 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 in the maintenance of Canada'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 adequate 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 capitalize on 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 evaluated to identify new value-added industries for the territory and to assess if these potential opportunities are appropriate for Nunavut based on the principles and values of Nunavummiut.

## **Alternate Financing Systems**

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 Qaujimagatuqangit* 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 and efforts made to encourage individuals and businesses to enter these markets.
7. Respond to local human resource capacity issues which presently limit the growth in the territory through education and skills development and the promotion and support of local entrepreneurship.
8. To succeed, our development activities depend on funding support from other government sources and private agencies.
9. Nunavut needs appropriate regulations for sustainable economic growth.

## CORE BUSINESS

The scope of responsibility for the department includes local, regional, and territorial developmental activities in support of key sectors of Nunavut's economy. The department must ensure access and mobility for 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 six lines of core business:

	Budget (\$000)	
	2007 - 2008	2006 - 2007
Advisory and Administrative Services	7,837	7,646
Community Economic Development	9,001	9,001
Fisheries and Sealing	1,626	1,626
Minerals and Petroleum Resources	2,174	2,465
Transportation	17,395	17,395
Community Operations	12,263	9,663
<b>TOTAL</b>	<b>50,296</b>	<b>47,796</b>

### Advisory and Administrative Services

Advisory and Administrative Services provide central leadership and direction to the department. This program area monitors 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 community operations.

### Objectives

- To advise the Government on economic development and transportation issues that affect Nunavut, and on the attainment of the Government's *Pinasuaqtavut* priorities.
- To provide the highest quality service to the people of Nunavut in a manner that is transparent to the public and consistent with the principles of *Inuit Qaujimajatuqangit*.
- To support each division in the department to achieve its objectives and strategic priorities.
- To ensure a culturally appropriate and respectful workplace for staff by providing quality staff training and development opportunities and by maintaining open communications across the department.
- To provide sound fiscal management to the department, including the delivery of contribution programs that are fully accountable and produce measurable results.
- To ensure the highest level of participation by Nunavummiut in the territory's developing economy.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Directorate</b>		1,360	1,269
The Directorate is responsible for the overall management and strategic direction of the department through the offices of the Deputy Minister and Assistant Deputy Ministers. The Directorate also oversees the implementation of <i>Pinasuaqtavut 2004-2009</i> , <i>Inuit Qaujimagatuqangit</i> and other GN strategies.			
<b>Finance and Administration</b>		1,327	1,227
The Finance and Administration division oversees financial planning, training and development, administrative management, financial management and human resource management for the department.			
<b>Policy, Planning, and Communications</b>		839	839
Policy, Planning, and Communications division provides policy development, support and advice, and effective internal and external communications for the department.			
<b>Nunavummi Nangminiaqtunik Ikajuuti (NNI) Secretariat</b>		673	673
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.			
<b>Nunavut Development Corporation</b>		3,188	3,188
The Nunavut Development Corporation is a crown corporation that delivers programs and services that provide 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. (Note: See Nunavut Development Corporation listing under Community Economic Development for 2006-2007 budget.)			
<b>Nunavut Business Credit Corporation</b>		450	450
The Nunavut Business Credit Corporation is a crown corporation that supports and promotes economic growth, development, and employment in Nunavut through investment in Nunavut businesses. Nunavut Business Credit Corporation provides a combination of accessible financing and micro-financing support for higher risk entrepreneurial ventures. Included in this financing are term loans, loan guarantees and contract security bonding to enterprises that cannot obtain the necessary financing from other traditional financial institutions. (Note: See Nunavut Business Credit Corporation listing under Community Economic Development for 2006-2007 budget.)			
<b>Total, Advisory and Administrative Services</b>		<b>7,837</b>	<b>7,646</b>

#### Priorities (2006-2007)

- Develop a new website 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;

**Status:** *The department launched its new website in September and continues to improve its design and content.*

## *Department of Economic Development and Transportation*

- Negotiate a Memorandum of Understanding with Indian and Northern Affairs Canada to coordinate the delivery of economic development programs;  
**Status:** *A draft agreement has been prepared and will be completed before year end to recognize collaborative work already underway and to extend this collaboration in the future.*
- Develop an implementation plan to coordinate the activities of the GN to reduce “Barriers to Business” faced by Nunavummiut;  
**Status:** *An implementation plan was prepared in the spring and the action items will be completed by the end of the year.*
- Provide workshops to community governments on the application of the NNI Policy to facilitate compliance by municipal governments;  
**Status:** *Workshops have been developed and conducted in some communities, and will continue this year and in the future.*
- Expand the application of the NNI Policy to crown agencies and municipal governments;  
**Status:** *All crowns and municipal governments have been informed of this requirement and monitoring processes have been put in place.*
- Implement *Inuit Qaujimajatuqangit* priorities outlined in the *Inuit Qaujimajatuqangit* plan for the department;  
**Status:** *The department has held Inuit Qaujimajatuqangit information sessions and on-the-land activities, conducted terminology workshops, and established an Inuit Qaujimajatuqangit page on its website.*
- Implement the Inuit Employment Plan within the department.  
**Status:** *The department has continued with the implementation of the Inuit Employment Plan.*

### **Priorities (2007-2008)**

- Improve communications within the department through the use of the department’s new website;
- Launch the *NNI* website to provide complete information and training to all interested parties on the application of the policy while developing a new data collection model, with associated tools, in consultation with Nunavut Tunngavik Inc.;
- Publish an annual report on the impact and effectiveness of the department’s programs and services on the development of the territorial economy; and,
- Implement a communications strategy to promote use of the department’s economic development and transportation programs.

## **Community Economic Development**

The goal of community economic development is to accelerate the accumulation of social, organizational and financial capital in Nunavut through funding programs, by providing information and advice to businesses, and by supporting community organizations, non-governmental organizations and sector associations.



## Objectives

- To provide quality advice and support to the Minister concerning trade, investment, economic development and capacity building.
- To develop, lead and coordinate implementation of community and economic development programs and strategies.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2007-2008</b>	<b>2006-2007</b>
<b>Division Operations</b>		1,476	1,476
Community Economic Development division works in collaboration with the department's community operations offices in each region, municipal community economic development officers and various sector specific economic development organizations. The division administers several economic development programs, and manages contribution agreements with Nunavut-wide organizations, helping to build capacity through partnerships.			
<b>Community Economic Development Officer Training</b>		150	150
The Community Economic Development Officer Training program ensures municipal community economic development officers can acquire the appropriate skills they need to identify and support economic growth opportunities in their communities. The program provides support for regional training workshops and the delivery of training courses in communities by the Municipal Training Organization.			
<b>Nunavut Arts and Crafts Association</b>		200	200
The Nunavut Arts and Crafts Association provides support for training, marketing, promotion, product development, materials and tool supply, and serves as the principal support and information source for the arts and crafts sector.			
<b>Nunavut Broadband Development Corporation</b>		200	200
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
The Nunavut Economic Developers Association provides organizational support, information and advice to the community economic development officers in each of Nunavut's municipalities. The Nunavut Economic Developers Association also coordinates training and certification for community economic development officers.			
<b>Nunavut Economic Forum</b>		50	50
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 <i>Nunavut Economic Development Strategy</i> .			
<b>Nunavut Film, Television, and New Media Program</b>		650	650
The Nunavut Film, Television, and New Media program supports the growth and development of Nunavut's film, television and new media industry. Funding allows for the operation of a film office to promote Nunavut as a destination for film production and to develop opportunities for Nunavummiut to work in film, television and new media, and for the provision of financial support for film, television and new media productions.			

<b>Nunavut Tourism</b>	2,175	2,175
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Nunavut Tourism is a membership based industry association that works in partnership with government to promote tourism development by offering specialized knowledge and expertise in marketing, research, product development, training, and visitor services.

<b>Strategic Investments Program</b>	4,000	4,000
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The Strategic Investments Program supports the implementation of the economic development priorities identified in *Pinasuaqtavut 2004-2009*, and the *Nunavut Economic Development Strategy*. The program contributes to business expansion, and provides support for economic development projects sponsored by municipalities and non-governmental organizations. Funding may be used to complement the federal Strategic Investments in Northern Economic Development program to ensure Nunavut's economic development priorities receive the appropriate level of financial support.

<b>Total, Community Economic Development</b>	<b>9,001</b>	<b>9,001</b>
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**Priorities (2006-2007)**

- Strengthen accountability and performance criteria for all contribution agreements;  
**Status:** *Letters of expectation were developed for each organization that had a contribution agreement with Community Economic Development. Regular reviews are conducted and, where required, corrective actions are taken.*
- Coordinate implementation of the *Community Economic Development Policy Framework*;  
**Status:** *Building individual, business, community and organizational capacity through non-governmental organizations is ongoing. This year work focussed on economic development, export development, and maintenance of infrastructure related to broadband internet and local film production.*
- Monitor and support implementation of the *Nunavut Economic Development Strategy*;  
**Status:** *With the Nunavut Economic Forum, progress on the strategy across government is traced and reported on a regular basis.*
- 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;  
**Status:** *Sanaugat, the Nunavut Arts and Crafts Strategy 2006, received cabinet approval in June 2006.*
- Implement the Memorandum of Understanding with Nunavut Tourism, including the research components and the initiation of a review of the *Travel and Tourism Act*;  
**Status:** *Currently, efforts are being made to complete a Visitor Exit Survey of travelers to Nunavut. Upon completion the data will be shared with tourism stakeholders. As well, a national marketing campaign promoting northern Canada is being developed and will be launched in early 2007. Work on the review of the Travel and Tourism Act is underway.*
- 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.  
**Status:** *The strategy will be implemented early in 2007.*

### Priorities (2007-2008)

- Implement the consultation plan for the review of the *Travel and Tourism Act* and draft the new tourism legislation;
- Identify opportunities, programs and strategies to expand economic development in the key economic sectors identified in *Nunavut's Economic Development Strategy*;
- Implement the Canada/Nunavut International Business Development Memorandum of Understanding in an effort to improve the national and international profile of Nunavut, its products, investment opportunities, economic opportunities, and its human capital; and
- Expand e-commerce applications by preparing community-based profiles, job skills and business service inventories. This will give communities, individuals and small businesses the opportunity to promote community capacity, products and services to a wide audience on the internet.

### Fisheries and Sealing

The Fisheries and Sealing division focuses on developing viable and sustainable industries that will ensure all revenues and opportunities derived from territorial resources benefit Nunavummiut. The implementation of the sealing and fishing strategies is a priority. The division works towards maximizing economic opportunities for Nunavummiut while upholding 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.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Division Operations</b>		681	681
The Fisheries and Sealing division operations oversees program delivery, acts as an advocate for the industries within Nunavut, Canada, and internationally, provides advice on business development and investment opportunities, and supports human resource development for the sectors. It sustains and builds partnerships with Inuit organizations, federal departments, and other Nunavut interest groups to support research and development.			
<b>Commercial Fisheries Freight Subsidy</b>		190	190
This program subsidizes the freight costs for the product of commercial fishers and harvesters to allow them to be competitive with producers from outside Nunavut.			
<b>Fisheries Diversification Program</b>		525	525
The Fisheries Diversification program provides financial assistance to Nunavut's fishing industry and assists with the growth of emerging fisheries opportunities. The program supports research and			

development initiatives that are of long-term, industry-wide benefit, and contributes to businesses, organizations, and individuals with viable fisheries development and diversification initiatives.

**Fur Pricing Program** 70 70

The Fur Pricing Program ensures harvesters are provided fair compensation, by providing a set minimum price for furs, and additional payments to reflect the final price at market. The program also encourages the full use of skins from the traditional harvest that are surplus to household use.

**Nunavut Fisheries Training Consortium Program** 150 150

The Nunavut Fisheries Training Consortium is a major long-term training initiative that assists the Inuit of Nunavut to obtain maximum employment and economic benefits from the development of a Nunavut based fishing industry.

**Fur Institute**

Contribution made to the Institute to support the fur industry. 10 10

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**Total, Fisheries and Sealing** 1,626 1,626

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**Priorities (2006-2007)**

- Review of the offshore fisheries and consider future steps derived from the offshore fisheries review;  
**Status:** *This review has been completed and the process is now moving to the implementation phase.*
- Continue implementation of the Nunavut Fisheries Strategy;  
**Status:** *Development of a Char Marketing Strategy and a proposal for a Coastal Zone Inventory (project seeking external funding). Two test fisheries were conducted and one char assessment survey was co-funded. An offshore survey for shrimp and turbot was conducted along with a seabed's impact workshop. The division also completed a gear technology shrimp trawl improvement project.*
- Continue implementation of offshore fisheries training program with the Nunavut Fisheries Training Consortium;  
**Status:** *Completed fisheries observer training program. Six beneficiaries have completed their work terms.*
- Build capacity in all regions;  
**Status:** *Implementation of the plan to create a fisheries specialist position for each region has been deferred.*
- Consider options with partners to enhance Nunavut seafood sales;  
**Status:** *Workshop in the winter of 2007 to address the marketing, packing, and harvesting of char. Supported participation in the Boston Seafood Show 2006 and co-funded Air Link Survey.*
- Continue to lobby for access to a more equitable share of turbot and shrimp quotas;  
**Status:** *Quotas were increased by 2,500 metric tonnes in North Atlantic Fishery Organization area 0A in 2006. The GN is partnering to fund more research in Nunavut adjacent waters.*

- Explore opportunities for further inshore fisheries development;  
**Status:** *Conducted two inshore test fisheries and completed turbot pot development project, assisted with a community based marine resource monitoring program.*
- Explore and implement accepted recommendations from the Fur Pricing Program review.  
**Status:** *The division worked with the auctions to address a supply of dressed Ring Seal in Nunavut and complete a pilot project to enable industry to bid on Nunavut furs. The program paid out a \$5 bonus for all seal purchased in the program due to the strong market condition in 2006. Conducted a community fur enhancement project to improve the quality of skin processing and trained several youth in seal skin preparation. This work is ongoing.*

### **Priorities (2007-2008)**

- Work with stakeholders to implement a new “Nunavut Access and Allocation Policy” for offshore fisheries;
- Commence Nunavut Coastal Zone Inventory;
- Implement the Char Marketing Strategy;
- Work with the Nunavut Fisheries Training Consortium to further increase fisheries training for Inuit in the offshore fishery;
- Work with communities to conduct two inshore fisheries projects;
- Promote the Nunavut Fur Industry through completion of the “2007 Nunavut Inuit Collection” and further enhance its profile by launching the collection at North American Fur Fashion Expo in Montreal;
- Further build Nunavut’s fisheries knowledge base; and
- Enhance Nunavut’s seal and fur communications including completion of website design.

## **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.

### **Objectives**

- Implement the *Nunavut Mineral Exploration and Mining Strategy* to help ensure that the development of Nunavut’s vast mineral wealth will provide the maximum benefit to Nunavummiut.
- Encourage and support the development of mining and petroleum projects that contribute to sustainable mining and petroleum industries in Nunavut.
- Ensure that the government is doing all that is necessary to develop competitive royalty regimes, an efficient permitting process, and effective mining and petroleum legislation.
- Development of mining and petroleum industries in Nunavut through the provision of support for prospectors, easy access to local geoscience data, promotion of the industry to current

and potential investors and also to local service sectors and to the local workforce who may become industry participants.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Division Operations</b>		1,604	1,895
The Minerals and Petroleum Resources division oversees program delivery, and the implementation of the <i>Nunavut Mineral Exploration and Mining Strategy</i> . It promotes investment in Nunavut's mineral and petroleum resources that brings the maximum benefit to Nunavummiut, while building awareness of resource issues locally and across Nunavut, so that communities can respond to proposed development from a position of knowledge and understanding of potential impacts and opportunities.			
<b>Prospectors' Assistance Program</b>		100	100
Established under the Prospector Development policy, this program provides contributions to Nunavut residents that hold a valid prospecting licence who require financial assistance to carry out prospecting activities. (Note: See Prospectors' Assistance program listing under Community Operations for 2006-2007 budget.)			
<b>Nunavut Geoscience Program</b>		450	450
This program involves a partnership between the Geological Survey of Canada, the Department of Indian Affairs and Northern Development, Nunavut Tunngavik Inc. and the GN. This program 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.			
<b>Math and Science Awards</b>		20	20
The Math and Science Awards program provides cash awards and a certificate to the top math and science students in grades 8, 10 and 12 in all Nunavut schools.			
<b>Total, Minerals and Petroleum Resources</b>		<b>2,174</b>	<b>2,465</b>

#### Priorities (2006-2007)

- Implement the *Nunavut Mineral Exploration and Mining Strategy* in consultation with industry, government, Inuit organizations 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 final draft of the Mineral Exploration and Mining Strategy is being prepared.*
- Support negotiations with the federal government on devolution of authority for land and resource 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 petroleum exploration and development activities 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 (2007-2008)

- Conduct a review of the permitting and regulatory structures to identify areas of inefficiency and duplication;
- Implement the Nunavut Mine Training Initiative to maximise coordination of training and employment opportunities related to mineral exploration and mining; and,
- Conduct a Strategic Environmental Assessment Study for petroleum resource development in Nunavut to identify issues that could cause delays.

## 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.

### Objectives

- Ensure the safe and efficient movement of people and goods in and out of Nunavut and also within the territory.
- Help ensure the participation of Nunavummiut in the development of our economy by promoting the construction of infrastructure that provides access to resources, and contributes to the development of social capital, and human resource development.
- Development and implementation of effective transportation infrastructure strategies for Nunavut.
- Ensure that established Nunavut motor vehicle regulations and safety codes are up to date and enforced.  
Ensure safe and efficient airport services and facilities are available to all residents of Nunavut.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Transportation Policy and Planning</b>		1,125	1,157
This program area develops and implements long and short-term plans and strategies for Nunavut's transportation infrastructure.			
<b>Motor Vehicles</b>		1,478	1,483
The safety of pedestrians and our roads is the number one priority of the Motor Vehicles Division. The division ensures established motor vehicle regulations and safety codes are enforced, as required, and as they apply to all drivers and motor vehicles operating in Nunavut.			
<b>Nunavut Airports</b>		11,570	11,571
This program area ensures safe and efficient airport services and facilities are available in all Nunavut communities.			

<b>Iqaluit International Airport Division</b>	3,222	3,184
This program area ensures the safe, reliable, efficient and effective operation of the Iqaluit Airport.		
<b>Total, Transportation</b>	<b>17,395</b>	<b>17,395</b>

#### **Priorities (2006-2007)**

- Complete negotiations with the federal government for the Safe Harbours program, including the completion of an assessment of all marine facilities in Nunavut;  
**Status:** *A Small Craft Harbours Report has been completed to final review and will be released to the public by March 31, 2007.*
- Upgrade the Iqaluit International Airport to comply with new federal security regulations;  
**Status:** *Security enhancements were completed on schedule.*
- 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;  
**Status:** *Despite collaboration, no suitable policy or mechanism has been agreed upon. Work on this initiative will be continued in the next fiscal year.*
- Support the Bathurst Inlet port and road project and monitor progress on the environmental assessment of the project;  
**Status:** *To date no proponent for the project has been identified, and change of ownership of major deposits in the region may change the focus of the development. Project will be ongoing in 2007-2008.*
- Continue the public consultation process on the Manitoba-Nunavut Highway route selection process;  
**Status:** *Consultations have been carried out in all communities, and the final route selection has been agreed upon by the Steering Committee. Presentations on the proposed route will be made to affected communities in early 2007.*
- Implement the second phase of the new community aerodrome radio station management contract to include the development of a training facility within Nunavut;  
**Status:** *The training facility is operational. Eleven Certified Observer Communicators have graduated from the two sessions held to date.*
- Participate in the implementation of the National Transportation strategy.  
**Status:** *The Council of the Federation renewed their commitment to a National Transportation Strategy in the summer of 2006. The Federal Government has not committed to the strategy. Participation in this initiative will be ongoing in 2007-2008.*

#### **Priorities (2007-2008)**

- Complete legislative review of the *Motor Vehicles Act*;
- Implement new driver licence system in accordance with Canadian and international agreements;
- Work with federal counterparts to implement the recommendations of the *Small Craft Harbours Report*;



- Complete a major project at Iqaluit Airport to rehabilitate Apron I and re-open taxiway “A”;
- Continue to work with Transport Canada on the implementation of a policy and funding mechanism to recoup costs incurred in meeting obligations for long range aircraft operations in Nunavut airspace;
- Ascertain the intentions of the major mineral development companies working in the Kitikmeot region, and determine best options for the Bathurst Inlet road and port or an alternative;
- Expand consultation on the Manitoba-Nunavut Highway to exploration companies working in the region. Initiate environmental impact studies;
- Complete major construction phase of the Arctic Bay Airport. Design to begin on the Air Terminal building; and
- Participate in carrying the *National Transportation Strategy* forward from the Council of the Federation to the Federal Government.

## 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. Offices for Community Operations are located in the three regions of Qikiqtaaluk, Kivalliq, and Kitikmeot.

### Objectives

- To ensure that the specific needs of each region and their communities are met through the delivery and administration of departmental programs.
- To monitor and track departmental program funds to ensure effective and efficient use of GN funding.
- To facilitate development in each region by overseeing business development services.
- To identify and promote potential areas of growth in each region through education, training and the provision of funding to businesses and other organizations.
- Contribute to economic development through the efficient management and operation of regional transportation infrastructure such as airports, docks and other associated harbour infrastructure.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Community Operations</b>		3,325	3,225
Community Operations provides direction and administrative support for program delivery in each region, and provides direct support to regional organizations and community governments to foster community economic development.			
<b>Business Development Centres</b>		800	800
Business development centres in each region support the development and growth of small and medium businesses through the provision of loans and business services. The core activities of these organizations include both technical and financial support to small business start-ups, promotion of sustained local economies, as well as proactive efforts to identify local opportunities for community development.			

**Community Capacity Building Program** 4,604 4,604

Community Capacity Building provides a contribution to every Nunavut municipality to ensure each employs a qualified community economic development officer. The program also provides assistance for the preparation and implementation of community economic development plans. (Note: This program replaces the former “Community Initiatives” and “Community Economic Development Officers” programs).

**Nunavut Regional Chambers of Commerce** 195 195

Support is provided for regional organizations that foster business development in Nunavut through promotion, education and training, and advocacy.

**Small Business Support Program** 750 750

The Small Business Support program provides contributions to businesses and community organizations to develop business opportunities; foster entrepreneurial skills and provide business aftercare services; and, support sustainable livelihoods for individuals engaged in arts and crafts, harvesting and tourism. (Note: This program replaces the former “Contributions to Business Development” program).

**Small Community Initiatives Program** 2,500 -

The Small Community Initiatives program targets investments to foster sustainable economic growth and job creation within 14 small communities in Nunavut. The program uses the resources of the Northern Strategy Trust Fund, from which \$5 million in one-time funding has been allocated to support economic development projects in small communities.

**Visitor Centres Program** 89 89

This program is designed to work in partnership with municipal governments and partner organizations (such as Nunavut Tourism) to support the operations of established community and regional visitors centre operations in Nunavut communities.

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**Total, Community Operations** 12,263 9,663

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**Priorities (2006-2007)**

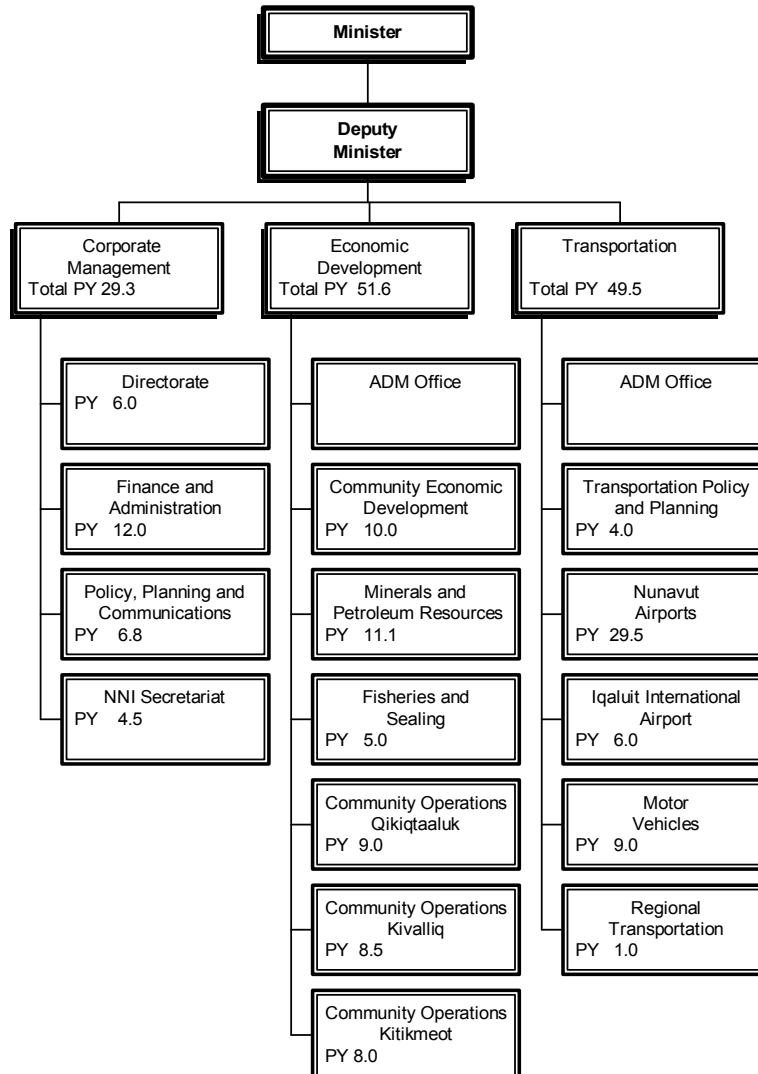
- Strengthen accountability and performance criteria for all contribution agreements;  
**Status:** *Contribution agreements with municipalities have been revised to reflect recent policy changes and improve reporting on the use of funds.*
- Assist regional offices in the development and implementation of regional community economic development plans;  
**Status:** *Regional planning meetings have been conducted in each region, and communities have been encouraged to collaborate in the development of their community economic development plans.*
- Promote the participation of Nunavummiut in resource development industries, and, in particular, mining, through training in business development, aftercare support, and export readiness.  
**Status:** *Changes in small business support programming have been introduced, and community operations now play a primary role in socio-economic monitoring in each region.*

**Priorities (2007-2008)**

- Establish a new process for issuing tourism licenses and performing annual inspections;
- Provide community planning support to community economic development officers, communities and regional development organizations, and, in particular, to maximize the benefits of the Community Capacity Building program;
- Improve political and trade relations between the three regions of Nunavut and with other provinces and territories;
- Conduct an orientation program for community economic development officers on the department's new policies and programs;
- Assist in the development of arts and crafts and traditional economic development initiatives at the community and regional levels;
- Develop and deliver a framework for business aftercare as provided for in the Small Business Support program, in consultation with regional chambers of commerce and community economic development officers;
- Take additional responsibility for program delivery, and assess regional participation in economic development programming.

# APPENDIX I: Accounting Structure and Financial Summary

## Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	125.4
Vote 4/5 PYs	5.0
Revolving Fund PYs	-
<b>TOTAL PYs</b>	<b>130.4</b>

## Departmental Roles

The department has 130.4 full-time equivalent funded positions. Departmental staff are based in offices in Arviat, Cambridge Bay, Cape Dorset, Gjoa Haven, Iqaluit, Kugluktuk, 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: one for Economic Development, and another for Transportation. The division is also responsible for the implementation of *Pinasuaqtavut 2004-2009*, *Inuit Qaujimagatuqangit* and other government wide strategies.

#### Nunavummi Nangminiaqtunik 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 management, financial management and human resource management for the department.

#### Policy, Planning, and Communications

Like the Finance and Administration division, 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 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 Economic Development Division**

The Community 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. Community and Economic Development works in partnership with communities, third party program delivery agencies, territorial and federal governments, and Inuit organizations, to build community capacity, facilitate capital accumulation, 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.

### **Fisheries and Sealing**

The Fisheries and Sealing division focuses on maximizing economic opportunities for the people of Nunavut within the context of conservation and sustainability. The division aims to ensure that revenues and opportunities provided by territorial resources will accrue to Nunavummiut. The implementation of the sealing and fishing strategies and support of various sectors within its mandate are a key priority to the division.

### **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 capitalize on the benefits from resource exploration and development. The division attempts 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**

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 (NAS) 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	2007 - 2008 Main Estimates		2006 - 2007 Main Estimates	
	\$000	PYs	\$000	PYs
<b>CORPORATE MANAGEMENT</b>				
Salary	3,193	29.3	3,193	29.3
Grants and Contributions	3,638		3,638	
Other O&M	1,006		825	
<b>Subtotal</b>	<b>7,837</b>		<b>7,656</b>	
<b>ECONOMIC DEVELOPMENT</b>				
Salary	5,725	51.6	5,626	50.6
Grants and Contributions	17,978		15,468	
Other O&M	1,361		1,651	
<b>Subtotal</b>	<b>25,064</b>		<b>22,745</b>	
<b>TRANSPORTATION</b>				
Salary	4,563	49.5	4,563	49.5
Grants and Contributions	-		-	
Other O&M	12,832		12,832	
<b>Subtotal</b>	<b>17,395</b>		<b>17,395</b>	
<b>TOTAL</b>	<b>50,296</b>	<b>130.4</b>	<b>47,796</b>	<b>129.4</b>



**Nunavut  
Housing  
Corporation**

**Business  
Plan**

***2007-2008***

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## INTRODUCTION

The Nunavut Housing Corporation (NHC) is a Crown corporation of the Government of Nunavut (the government), named in Schedule B of the *Financial Administration Act (Nunavut)* (FAA), and operates at arm's-length from the government in accordance with Part IX of the FAA, the *Northwest Territories Housing Corporation Act* (as duplicated for the Nunavut under Section 29 of the Nunavut Act) and the *Business Corporations Act (Nunavut)*.

The corporation reports to the Legislative Assembly of Nunavut, Executive Committee and also to Nunavut residents through its President and the Minister responsible for the Nunavut Housing Corporation.

The advantages of being a crown corporation include:

- The ability to enter into funding partnerships independently, principally with the Canada Mortgage and Housing Corporation (CMHC). This means that Nunavut's transfer payments from the federal government are not affected by the funding that the corporation receives.
- The ability to carry over funds from one year to the next, which ensures funding from all sources designated for housing initiatives remain dedicated to housing solutions.
- The stewardship of funds in the capital and operating and maintenance pools, which gives the corporation full authority for the delivery of housing initiatives.
- 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 looking at housing solutions for Nunavummiut;
- Recognizing the contribution that NHC and LHO staff make towards housing in Nunavut and providing them with the proper work environment and tools required to maximize that contribution;
- Making a positive impact on the quality and affordability of housing;
- Providing quality advice, assistance and support to LHOs, to other client organizations and agencies, and to individuals;
- Providing quality property management services for Nunavut's Public and Staff Housing Programs;
- Ensuring housing services and supports are provided in an equitable manner;
- The use of Inuit Qaujimajatuqangit (IQ) in Corporation decision-making;

- Building good relationships with other governments, agencies, departments, and both community and Aboriginal organizations.

## **Language Services**

The corporation is proud to serve clients in their language of choice. As a matter of course, all NHC application forms, newspaper and tender advertisements, key reports (e.g. the Annual Report), promotional materials and official stationery (e.g. business cards, letterhead) are produced in Nunavut's four official languages. Official documents are written to ensure full understanding of the corporation's message – in the language of choice.

Most importantly, every business day corporation staff communicate with Nunavummiut in their language of choice. As a service-oriented crown corporation the NHC, through its finance, technical and program divisions, take the time in all communities to hold face-to-face interviews and consultations. With the help of the Local Housing Organizations we make sure that everyone is comfortable in these sessions. In group settings, every effort is made to provide interpretation that meets the need. If someone in a meeting needs help understanding the proceedings, we do our utmost to provide a separate interpreter for them.

The corporation has offices and provides services in:

- Iqaluit: Directorate Group, offering services in:
  - Inuktitut/English – Executive Secretary. Tel: 867.975.7200
  - Inuktitut/English – 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: Qikiqtaaluk Regional Office, offering services in:
  - Inuktitut/English – Receptionist. Tel: 867.897.3665
  - French – Technical Officer. Tel 867.897.3650

## **STRATEGIC COMMITMENT TO PINASUAQTAVUT**

*Pinasuaqtavut* translated from Inuktitut means “*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 three years. The Nunavut Housing Corporation supports this vision, and actions undertaken to support it are highlighted in the following sections.

### **Inuit Qaujimagatuqangit**

The NHC continues to move towards using IQ approaches in its daily business, and plans to increase its efforts in 2007-2008.

#### **Award-Winning Housing Design**

The NHC knows that in Nunavut, houses and building designs must support traditional activities and lifestyles. Territory-wide consultations organized as part of the “Building Connections in Nunavut” process in 2003 enabled the NHC to collect a great deal of input on culturally-appropriate housing design. In 2004, the NHC met with elders and other housing stakeholders in Arviat for a follow up design session to help identify aspects of housing design that are needed from arctic and IQ perspectives.

Guided by this information, in 2005 NHC district staff began work on a new 5-plex design that would meet or beat the CMHC energy efficiency standards. The completed design earned CMHC’s 2006 “Best Practices in Affordable Housing” award, and features several culturally-relevant features as well as energy efficient materials. For example, there is a common kitchen, living and dining area which can accommodate larger gatherings of people for traditional communal activities such as sewing and feasts. There is also a country food preparation area with a combination sink and cutting board, as well as built-in shelving. Triple-pane windows, two outside entrances and advanced insulation increase the efficiency and livability of the design.

In 2007-2008, the majority of new units being built as part of the Nunavut Housing Trust initiative will be these innovative new 5-plexes.

The NHC will continue to push for northern and Nunavut-specific research initiatives and pilot projects on housing design, as well as to seek local input on future models. The NHC is particularly aware of the need for housing designs appropriate for people with handicaps. Staff will continue to liaise frequently with communities to determine the need for barrier-free units and to identify other accessibility issues, as well as to provide project assistance whenever possible.

#### **Program Features**

The NHC is committed to creating and changing its programs in keeping with IQ, and in close cooperation with our community partners, the LHOs. We will continue to collect feedback from local people, compare notes from staff in the field, and use the resulting information to plan improvements that will make housing programs 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 important principles of IQ.

## **Corporation Decision-Making**

The NHC uses a grassroots approach and follows IQ in corporate decision-making. A recent example is the work undertaken with LHO managers and chairs to revise the LHO Funding Formula. As with the revision of the Public Housing Rent Scale, the NHC held two workshops where the managers and chairpersons of all the LHOs could provide input on how to update the formula.

IQ-driven decision making is also evident in the NHC's growing reliance on consensus building and team based solutions. A working group with representatives from the Department of Finance, Local Housing Organizations and the NHC was struck to effectively incorporate the feedback on the LHO funding formula from the workshops.

In 2007-2008, the NHC will continue to focus and coordinate GN activities related to the Nunavut Housing Trust delivery strategy through an interdepartmental Senior Officials' Working Group and a Deputy Ministers' Steering Committee. Helping to ensure that departments and agencies are working across mandates, in partnership, to achieve the key objectives of the delivery strategy is an ongoing priority for the NHC. The *Pinasuaqtavut* goals of Simplicity and Unity are advanced through such efforts.

## **Daily Business**

The NHC is a service oriented crown corporation. Most of our work takes place at the community level, with a great deal of community input. We have a long history of working in the communities with people from all walks of life and linguistic backgrounds. This history of grassroots involvement helps to give NHC clients confidence in the corporation's programs and services. IQ has been an integral part 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 finance officers travel almost continually throughout Nunavut's 25 communities and they 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, both those working at the headquarters level and those working in the field. In 2007-2008, headquarters staff who typically do not experience community life in the course of daily business will continue to be given the opportunity to travel to smaller communities whenever feasible. This travel provides them with an ongoing orientation and "grounding" in who our clients are and, most importantly, how we can best serve those clients.

The NHC's five offices strive to include IQ concepts and approaches in their daily business, and to assess their practices on an ongoing basis to see if there are better ways to integrate local knowledge. This approach will be continued in 2007/2008 as NHC staff work to meet Nunavut's housing challenges.

## **Healthy Communities**

A key building block of healthy communities is access to housing that is adequate, suitable and affordable. To be adequate, a house cannot be in need of major repair; to be suitable, it must not be overcrowded according to the National Occupancy Standards; and, to be affordable, it must cost a maximum of 30% of a household's pre-tax income.

The right type of housing helps in reducing health problems and negative social effects, helps students and workers be productive, and provides a safe living space for all.



Over the next five years, the NHC will try to meet the need for proper housing by:

- Using Nunavut's \$200 million share of the Northern Housing Trust, announced by the federal government in May of 2006, to build approximately 725 new, affordable housing units in communities across Nunavut between 2006-2007 and 2009/2010;
- Continuing to lobby the federal government for further, multi-year investments in housing for Nunavut which take both capital and operating costs into account. The \$200 million Trust, though welcome, is just 10% of the estimated \$1.9 billion required to address existing shortages, accommodate population growth and replace aging units;
- Concentrating on cutting down the operating costs in social housing, but also of all new residential homes, by investigating the use of energy efficient construction technologies in partnership with Natural Resources Canada and other federal agencies;
- Supporting the growth of new businesses and entrepreneurship in response to needs generated by Housing Trust construction activities, in coordination with the Department of Economic Development and Transportation, other departments and agencies on the Housing Trust Senior Officials' Working Group, and other stakeholder groups;
- Working with local leadership and LHOs to determine construction labour-delivery methods for each community that fit with existing capacity and community goals, and we will re-visit our decision every year so that new community capacity can be considered;
- Together with the Department of Education and Nunavut Arctic College, promoting and assisting to coordinate ongoing training and apprenticeship initiatives in support of Housing Trust objectives related to resident labour-force development and the increase of ticketed trades-people in communities;
- Promoting the following key initiatives targeted at Nunavummiut who want to and are ready to accept the responsibility of homeownership:
  - Increased awareness of the benefits of homeownership through information sessions delivered in every community;
  - The continuation of the Material Assistance Program (MAP) which will provide clients with a housing material package delivered to their home community as well as with financial counseling and technical assistance during the construction phase;
  - Promotion of the revitalized Nunavut Down Payment Assistance Program (NDAP) that encourages homeownership and is more in tune with the down payment needs of Nunavummiut in all communities; and
  - The continuation of the Seniors and Disabled Preventative Maintenance Program which assists these clients to retain their homes and which increases energy efficiency in the units while reducing operating costs through improved preventative maintenance.
- Continuing 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 year of the First Nunavut Assembly, the corporation began a program to simplify programs by tearing apart its public housing rent scale and rebuilding it from the ground up. The rent scale was greatly simplified and addressed concerns that the old version functioned as a work disincentive for unemployed tenants. In addition, changes were incorporated to increase fairness in the way Income Support clients were assessed rent.

We are now taking lessons learned from the First Nunavut Assembly and are incorporating them into all aspects of corporation activities for the Third Nunavut Assembly. Activities will include:

- Rewriting all corporation documents, policies and procedures - public and internal - with a view toward making them simple to read and use;
- Creating one easy-to-read document that describes NHC homeownership programs, ensuring that it is updated, and making it accessible to facilitate 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;
- In keeping with the corporation's policy, all major documents will continue to be produced in all four of the main languages of the territory;
- Coordinating the efforts of GN departments and agencies as they work, across mandates and in partnership, to achieve the objectives set forth in the Nunavut Housing Trust delivery strategy. Specifically, by keeping the lines of communication open between stakeholder departments and agencies, duplication of effort will be reduced, complementary actions to support Housing Trust objectives will be effectively undertaken, and ongoing monitoring and evaluation functions will be streamlined.

## **Self-Reliance**

A cornerstone of our relationship with our twenty-five Local Housing Organizations (LHOs) is to help them be more self-reliant through adequate, sustainable funding, training, mentorship and support. All of these factors will be targeted in the corporation's activities over the next five years. Activities will include:

- Seeking ways to strengthen LHO sustainability, including by monitoring the impact of the revised LHO funding formula;
- Considering opportunities to revise procedures manuals and other key resources so that LHOs have clear, up-to-date materials to support their administrative processes and human resource management;
- Investigating ways to provide LHOs with a more stable and secure financial base;
- Offering 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;
- Helping to address future need for ticketed trades-people to become LHO employees by working to achieve the training and apprenticeship objectives outlined in the Nunavut Housing Trust delivery strategy.

With a small team of 81 professionals, the corporation continues to build corporate self-reliance through carrying out identified activities in its Inuit Employment Plan, which also includes management internships, mentoring, staff IQ initiatives 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 capacity building and increasing self-reliance we will in turn be able to support increased self-reliance in our clients.

## **Continuing Learning**

The corporation considers the construction and renovation of housing units as an excellent source of employment, training and apprenticeship opportunities. New construction and renovations happen in every Nunavut community and provide much-needed jobs, 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, there will be new opportunities for youth with trades-training to pursue housing careers in their own communities. To support continuing learning, the NHC will:

- Through the Housing Trust delivery strategy, work with the Department of Education and Nunavut Arctic College to promote and organize multi-year training opportunities in the construction field. Pre-trades courses and technical training for apprentices will be planned in conjunction with on-the-job training and employment available on Housing Trust construction projects
- Transfer the best practices housing model using local contractors and local workers, developed in Sanikiluaq, Clyde River and Chesterfield Inlet construction projects to other communities in Nunavut.

## **INUIT EMPLOYMENT PLAN**

### **Nunavut Housing Corporation Inuit Employment Goals**

The Nunavut Housing Corporation is fully committed to reaching the Nunavut Land Claim Inuit Employment goal of 85% by the year 2020 and still plans to meet the interim goal of 56% Inuit employment by the end of fiscal year 2009 -2010.

The total number of NHC positions in 2007-2008 is 85, up from 80 in 2006-2007. To meet the GN target of 56% Inuit employment by the end of fiscal 2009 for the NHC would on average, require hiring four beneficiaries per year to bring its total of Inuit staff up from 32 in 2006 to 48 in 2009. It is unlikely that the NHC will meet that target due to the technical requirements of a majority of the positions and required hiring of 4 term positions, which will end in March 2010, to facilitate in the delivery of the Housing Trust. The target number of Inuit staff for 2007-2008 is 37 but it is likely this will be met given the current job situation within the NHC. It is important to note that the forecasted Inuit Employment targets are based on the vacancy rate as of September 30, 2006 and the hiring and job offers which have been completed after that date.

### **Departmental Initiatives for 2007-2008 to meet Inuit Employment Goals**

The NHC will establish a plan to develop Inuit staff utilizing such programs as the Department of Human Resources' Sivuliqtiksatsat (Internship) Program. The developing of Inuit staff will allow for the filling of positions which become vacant due to attrition and terminations.

One of the key objectives outlined in the Nunavut Housing Trust Delivery Strategy is to support the completion of training for approximately 35-40 new trades-people (Housing Maintenance Servicemen or other journeypersons), who will be engaged in the long-term maintenance of housing units in Nunavut. These new trades-people will almost certainly be 100% Inuit, and in many cases will form the next generation of Local Housing Organization employees.

## Departmental Inuit Employment Targets

Inuit Employment Representation	As of Sept 30, 2006		Target for 2007 - 2008	
	Number (#)	Capacity (%)	Number (#)	Capacity (%)
<b>Total Positions</b>	<b>81</b>		<b>85</b>	
Total Filled Positions	71	88	85	100
Total Unfilled Positions	10	12	0	0
Total Beneficiaries	32	45	37	44
Total Trainees	0	0	0	0
<b>Total Executive Positions</b>	<b>2</b>		<b>2</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>7</b>		<b>7</b>	
Filled Management Positions	7	100	7	100
Unfilled Management Positions	0	0	0	0
Beneficiaries in Management Positions	2	29	2	29
Trainees in Management Positions	0	0	0	0
<b>Total Middle Management Positions</b>	<b>14</b>		<b>14</b>	
Filled Middle Management Positions	12	86	14	100
Unfilled Middle Management Positions	2	14	0	0
Beneficiaries in Middle Management Positions	1	8	2	14
Trainees in Middle Management Positions	0	0	0	0
<b>Total Professional Positions</b>	<b>0</b>		<b>0</b>	
Filled Professional Positions	0	0	0	0
Unfilled Professional Positions	0	0	0	0
Beneficiaries in Professional Positions	0	0	0	0
Trainees in Professional Positions	0	0	0	0
<b>Total Paraprofessional Positions</b>	<b>46</b>		<b>*50</b>	
Filled Paraprofessional Positions	38	83	50	100
Unfilled Paraprofessional Positions	8	17	0	0
Beneficiaries in Paraprofessional Positions	16	42	20	40
Trainees in Paraprofessional Positions	0	0	0	0
<b>Total Administrative Positions</b>	<b>12</b>		<b>12</b>	
Filled Administrative Positions	12	100	12	100
Unfilled Administrative Positions	0	0	0	0
Beneficiaries in Administrative Positions	12	100	12	100
Trainees in Administrative Positions	0	0	0	0

\* - Includes 4 term Trust positions which expire March 2010

## ENVIRONMENTAL SCAN

### Introduction

By any measure, Nunavut's housing need is staggering. Public housing waiting lists continually exceed 1,000 families or about 3,800 persons; 3,000 homes are needed now to bring Nunavut on a par with the rest of Canada (or even with its territorial sisters); and, over the next ten years, a housing infrastructure investment of more than \$1.9 billion is necessary to meet existing and emerging requirements. These acute needs together constitute a severe housing crisis, and indeed, a crisis worsening daily as the population booms and existing stock ages.

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 or replacements.

In 2006, consistent advocacy efforts resulted in the federal Minister of Finance announcing the creation of a Northern Housing Trust to assist the territorial governments in meeting the unique housing needs of the north. Nunavut's portion of this Trust, \$200 million, is a much-needed infusion of housing resources, and will result in the construction of approximately 725 new, affordable units across the territory between 2006-2007 and 2009-2010. While welcome, this funding represents just 10% of the total requirement noted in the *Nunavut Ten-Year Inuit Housing Action Plan*.

The NHC has been monitoring the implementation of the new Staff Housing Policy and will prepare a report on the impact of the first year of its operation and present it in the winter of 2007. The Housing Corporation will work with the Department of Human Resources to measure the impact of this policy on Government of Nunavut recruitment and retention.

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 a 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 2007-2008, continue the implementation of two programs to facilitate increasing the numbers of homeowners in all communities.

The Material Assistance Program (MAP) was introduced for 2006-2007. Styled after the popular Homeownership Assistance Program, MAP provides 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. NHC will be introducing a refreshed interim financing program in 2006-2007 to assist homeownership clients who were unable to obtain start up financing from a bank. This program is a short term program to permit start up until the client can make draws on their approved mortgage.

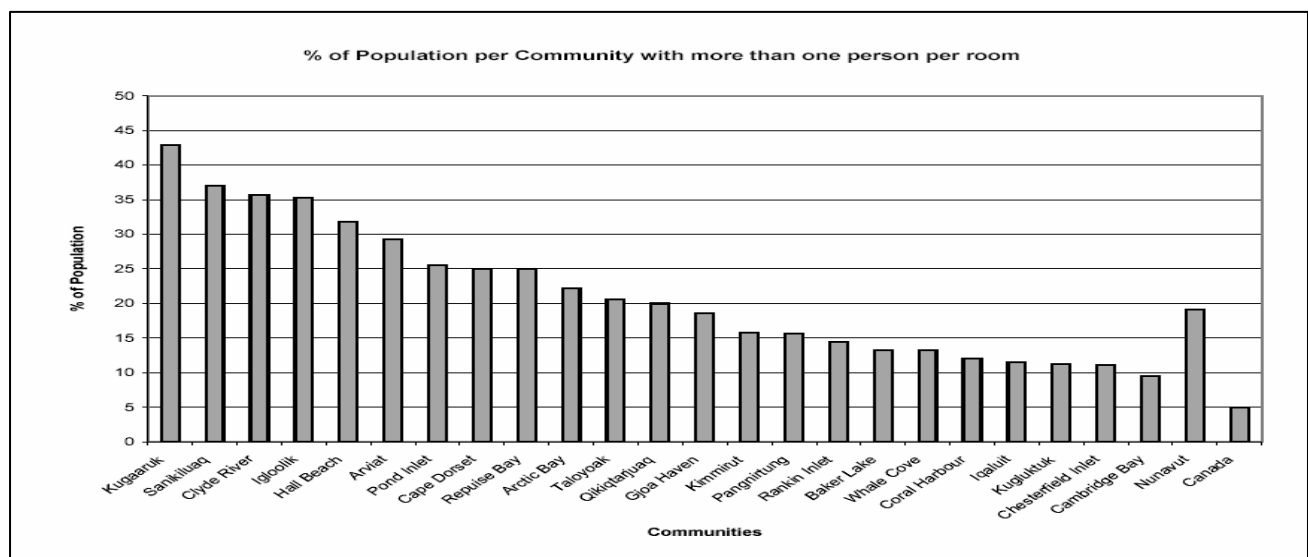
To support our elders and those most in need of assistance, the NHC introduced its Seniors and Disabled Persons Preventative Maintenance Program. This program provides clients with a \$1,500 annual grant to cover necessary annual preventative and general maintenance items as well as various special needs projects. This program has improved 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* is reported amongst a few people in 2006 with a small number of people sleeping in porches and under buildings in Nunavut’s capital. 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. Once census data is available it is estimated overcrowding’s true picture will emerge.

Overcrowding – defined within the 2001 Aboriginal Peoples Survey as more than one person per room – affects every community in Nunavut. As shown in Figure 1, half of Nunavut’s 25 communities suffer overcrowding rates of 20% or more. Nunavut, as a territory, experiences 19% crowding compared to the 5% average for the rest of Canada. The true picture is not reported as in many public houses the tenants do not report occasional or transient family members and that this number may be quite high.

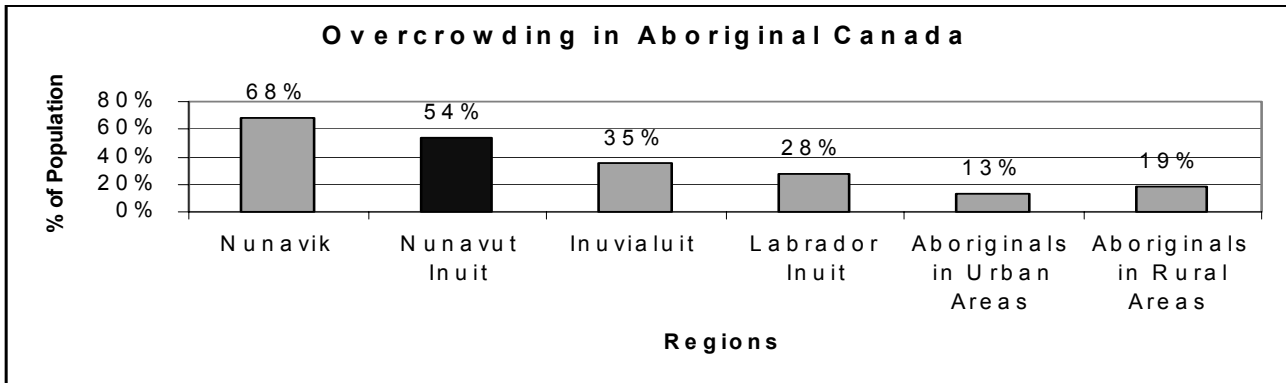
**Figure 1: Overcrowding Conditions by Community**



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%.

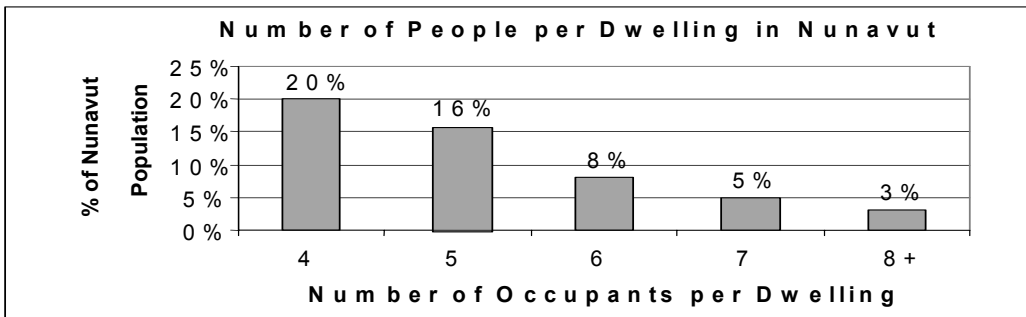
**Figure 2: Overcrowding in Canada's Inuit Regions**



(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). Although statistics do not exist on unit size and overcrowding, anecdotal observations indicate that the homes with the highest numbers of occupants also have the smallest square footage, thus increasing overcrowding pressures.

As an added perspective on the overcrowding situation in Nunavut, 1996 Canada Census figures indicated that the percentage of occupied dwellings with more than one person per room in Canada was 1.7%. In Nunavut the average percentage was 25.8%, with some communities as high as 38%.



The 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.

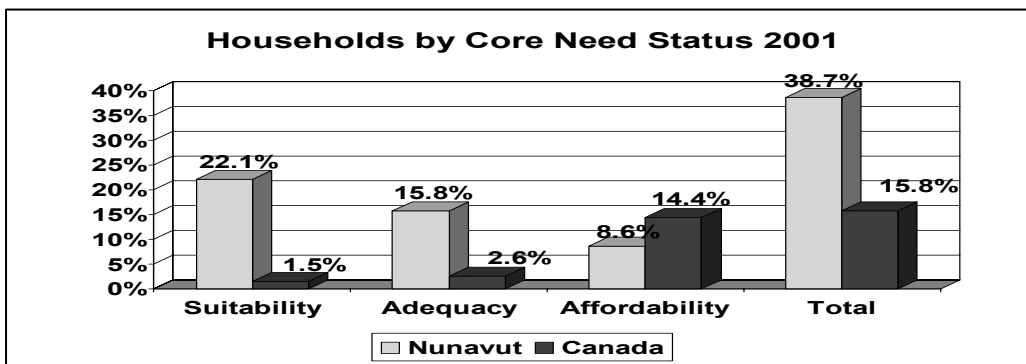
Suitable shelter is housing that is not crowded, meaning it should adhere to National Occupancy Standards: maximum number of people per bedroom is two with parents eligible to a bedroom separate from their children; members 18 years of age and older eligible to a separate bedroom unless cohabitating 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.

NHC will be working to prepare a proposal for a housing needs study in 2007-2008 which will provide a clear and accurate picture of current housing needs in Nunavut.

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 Nunavut's population increased 8% between 1996 and 2001, with increases in some communities at 22%. The Nunavut Bureau of Statistics predicts the 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 to address social problems faced by Nunavut children and families. Inadequate and overcrowded

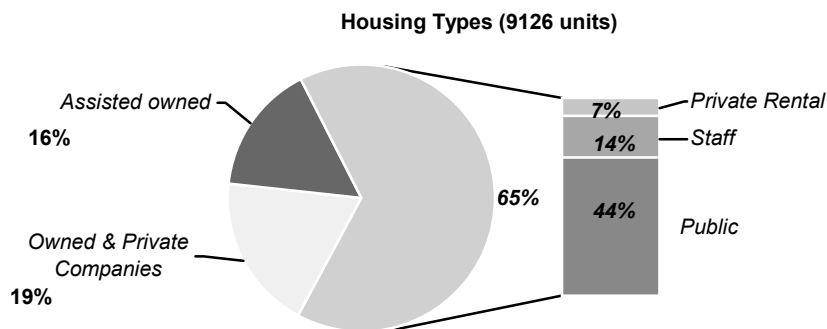
housing can contribute to social and health problems, which in turn can result in higher costs for health care, income support payments, policing and penitentiary services. Therefore, an investment in housing may result in significant reductions in the cost of health services and social assistance as 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

Public housing accounts for 44% of Nunavut’s dwellings. 54% of total Nunavut’s population resides in public housing, 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. Nunavut’s Bureau of Statistics estimate Nunavut’s population at 29,992 in 2005.

Staff housing from all employers accounts for another 14% of Nunavut’s total dwelling numbers; while a further 16% of units have received some type of homeownership assistance under one or another of the NHC’s programs. Only 19% 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 Housing Corporation Estimate)

## Housing Costs

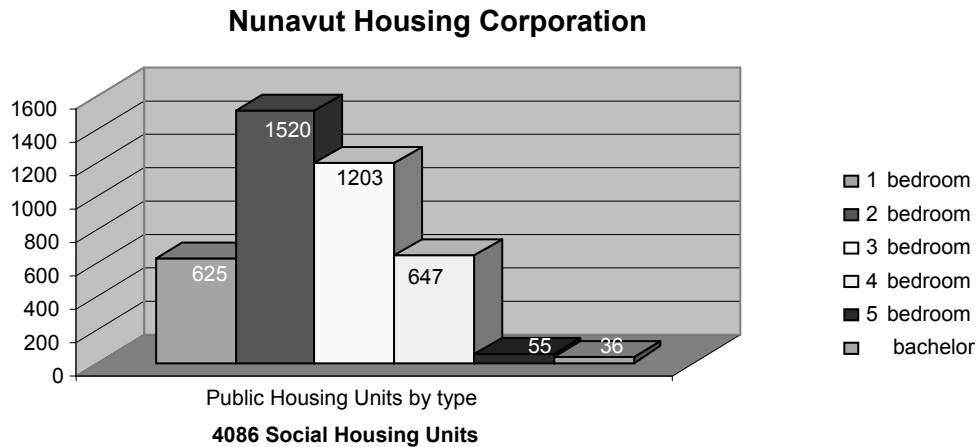
According to NHC occupancy statistics, almost 54% of Nunavummiut live in 44% of total housing types and in the estimated 4,086 public housing units maintained by the corporation. Together, the NHC’s 3,820 owned and 266 rentals supplement public housing units represent a total public investment of over \$500 million<sup>1</sup> in the public housing stock across the territory.

In addition to unilaterally funding the addition of about 415 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

<sup>1</sup> NHC 2004/05 Audited Financial Statements

only increase. As seen in Figure 5a, the 4086 public units show the kinds of homes Nunavummiut live in and the total number of bedrooms.

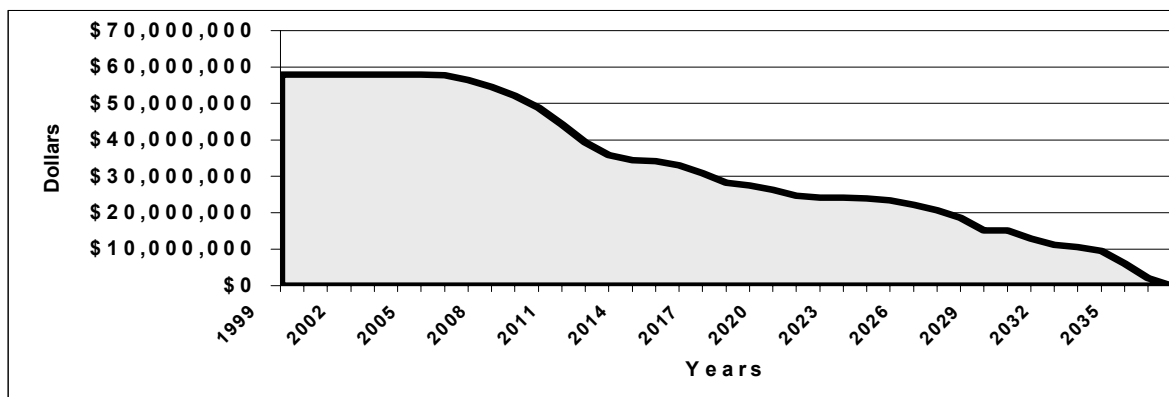
**Figure 5a:**



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. Further barriers to all housing is the lack of available developed land.

Funding from CMHC for existing social housing inventory is declining and will terminate completely in the year 2037 (Figure 6). More resources need to be dedicated to the operations and maintenance (O&M) of existing public housing; particularly in light of the fact that current block funding is fixed at 1996 levels. As a result, the buying power of these funds is being eroded annually by inflation. Fiscal 2003/2004 was the first year when funding began to decline.

**Figure 6: Future CMHC Funding for Nunavut's Current Social Housing O&M**

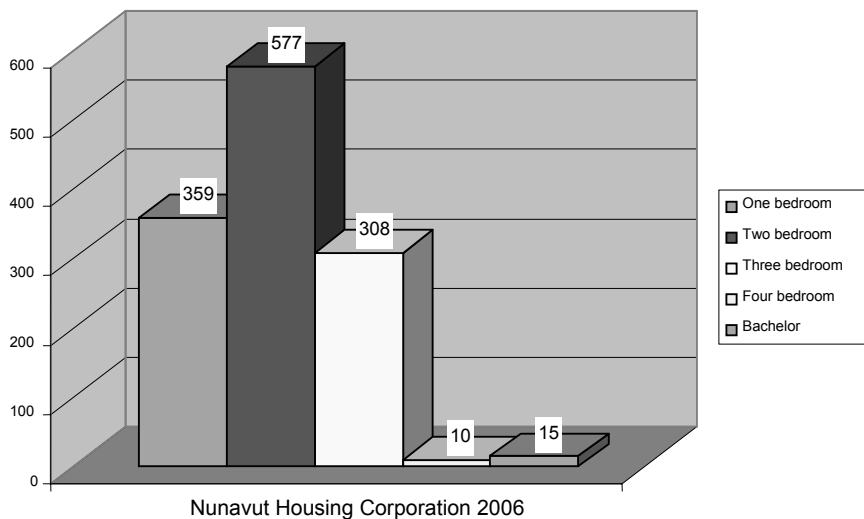


Note: 1996 dollars (no provision for inflation)  
(Source: Nunavut Housing Corporation)

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 1,269<sup>2</sup> units as seen in Figure 6a. Of these, approximately 196 are owned by the NHC; the remainder is rent supplement. 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. Some of the condos were sold in Iqaluit in 2006.

**Figure 6a: 1269 Staff Housing Units**



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.

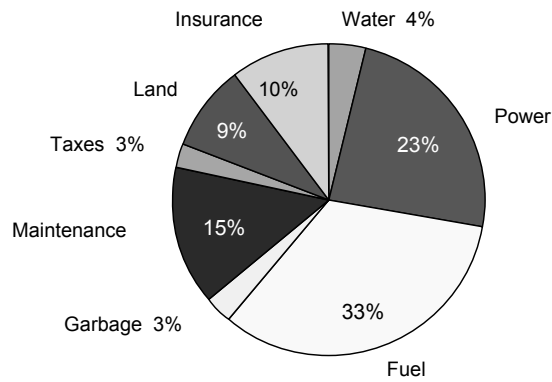
Unfortunately, homeownership remains unattainable for most Nunavummiut. Ongoing payments for basic shelter components are very high in Nunavut: on average, it costs \$827 per month for fuel, water, garbage, power, insurance, maintenance, and land lease fees (Figure 7). True costs such as in the territorial capital come close to \$1200 a month where land leases drive up the cost of ownership or with equity land lease at \$423, while in other communities the lowest cost is reported as possibly around \$38. What is of note is the recent increase in power and fuel rates which will add additional costs to all types of housing and business.

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<sup>2</sup> NHC Unit Inventory

**Figure 7: Nunavut Shelter Costs**

**2006 Homeowner Shelter Costs \$827 monthly avg.**

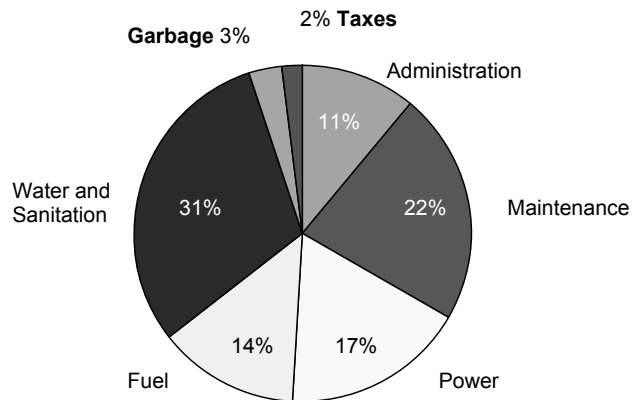


(Source: Nunavut Housing Corporation)

Public housing costs, principally because of “hidden subsidies” for power, water/sewerage and garbage, continue to escalate (Figure 8).

**Figure 8: Nunavut Public Housing Costs**

**Monthly Public Housing Costs, 2006 = \$1555.22 on average\***



(Source: Nunavut Housing Corporation)

## **Critical Issues**

- Implementing the Housing Trust Delivery Strategy
- Working with all stakeholders, including NTI, on advocacy efforts to secure additional, multi-year federal funding investments for housing in Nunavut
- Increasing the supply of affordable housing options for staff, which may include subsidized rental housing, homeownership and/or increased affordable private rental units
- Addressing financial accountability and sustainability with LHOs
- Investigating ways to provide integrated housing and social services to Nunavummiut through the “continuum of care” model
- Preparing Nunavut Housing Strategy

## CORE BUSINESS

The programs of the Nunavut Housing Corporation are described below, within four business areas:

	Budget (\$000)	
	2007 - 2008	2006 - 2007
Advisory and Administrative Services	10,504	9,735
Public Housing	49,819	47,282
Staff Housing	38,431	38,104
Homeownership *	-	-
<b>TOTAL</b>	<b>98,754</b>	<b>95,121</b>

\* Appropriations included in the 2007-2008 Capital Estimates

### Advisory and Administrative Services

Advisory and Administrative services for the NHC are provided by a group of dedicated housing professionals. A team of eighty-one 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.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Corporate Governance</b>		476	353
Responsible for managing the corporation to ensure consistent application of policy, standards and procedure and program delivery throughout Nunavut.			
<b>Corporate Operations</b>		2,100	1,483
Corporate Operations is responsible for the administration of corporate policy, strategic planning and communications, and provides support to the Minister, the senior management team, and the regional offices.			
<b>Corporate Policy and Planning</b>		500	517
Policy and planning is 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>	1,263	1,217
Accountable for the overall 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>	1,885	1,884
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, which includes financial counseling and training of clients.		
<b>District Financial Administration</b>	1,396	1,397
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	2,884
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>10,504</b>	<b>9,735</b>

**Priorities (2006-2007)**

- Finalize employee IQ orientation and training package with the development of a policy on community stays.  
**Status:** *Ongoing. NHC will supplement its ongoing IQ initiatives with the HR orientation package as HR has the lead responsibility for IQ in the GN. NHC will set up an IQ committee to meet twice per year.*
- Implement tactical plan for the building incremental units as part of the *Nunavut Ten-Year Inuit Housing Action Plan*. Where appropriate, community based Inuit firms will be used to construct the units.  
**Status:** *Ongoing. The Housing Trust Delivery Strategy will be implemented over the next three fiscal years and 725 new units will be built in communities across Nunavut. The strategy will facilitate the use and development of local firms and local labor, and will promote training and apprenticeship opportunities across the territory.*
- Develop and implement a corporate website to be fully operational by the second quarter of 2006-2007.  
**Status:** *Complete. This website will increase access to current corporation information for Nunavummiut.*
- In association with all stakeholders, particularly the Department of Community & Government Services (CGS) and municipalities, develop and implement a plan to address land assembly issues.  
**Status:** *Ongoing. NHC is now working with CGS on land assembly.*



**Priorities (2007-2008)**

- Working with the members of the Housing Trust Senior Officials working Group to coordinate and monitor activities in support of the Housing Trust Delivery Strategy objectives, including initiatives involving training and apprenticeship across the territory;
- Facilitating and evaluating new approaches to tendering, contracting and procurement as a key component of the Housing Trust construction delivery;
- Work with NTI and other groups to lobby the federal government to fund the remainder of the *Nunavut Ten-Year Inuit Housing Action Plan*;
- Address financial accountability and sustainability with LHOs;
- Preparing a draft Nunavut Housing Strategy in 2007;
- Improve communications among corporate divisions and districts.

**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 25 LHOs. LHOs are responsible for the complete care of the 4086 unit portfolio, from unit allocations and rental assessments/collections, to maintenance and repairs, and energy upgrading.

**Objectives**

- To facilitate and provide technical and financial training and upgrading for our LHOs;
- To increase the number of adequate, suitable and affordable dwelling units in Nunavut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2007-2008</b>	<b>2006-2007</b>
<b>Leased Units – Rent Supplement</b>		7,039	7,355
266 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>		31,172	23,701
The Administration and Maintenance component includes such items as salaries and benefits, equipment and supplies to perform each demand and preventative maintenance, travel, and training.			
<b>Utilities</b>		53,741	49,447
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>		1,633	1,681
Covers the cost of taxes and land lease expenses.			
<b>Debt Recovery</b>		27,512	27,973
Remitted to CMHC to pay down the debt on the public housing portfolio, which was about \$170 million as of March 31, 2006.			

<b>Rental Revenue</b>	(7,499)	(6,948)
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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>	(63,779)	(55,927)
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CMHC and NHC contributions for social housing and own source revenue.

<b>Total, Public Housing</b>	<b>49,819</b>	<b>47,282</b>
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**Priorities (2006-2007)**

- Implement the new funding formula for LHOs and monitor against actual LHO costs.  
**Status:** *Complete. Formula announced to LHO Chairs and Managers meeting in March 2006 for implementation in 2006-2007.*
- Finalize the implementation of the \$40 million Canada-Nunavut Social Housing Strategic Infrastructure Fund Agreement through the delivery and construction of 15 units in Kugaaruk and 5 units in Resolute Bay.  
**Status:** *Complete/ongoing. Resolute 5-plex is finished. The units in Kugaaruk are expected to be completed in early 2007.*
- 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. Process is on going as plan is continually being revised.*
- Develop, with the Energy Secretariat, the Qulliq Energy Corporation and 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. Discussions are continuing on co-operative methods to increase public awareness.*
- Continue to provide capacity-building support to LHOs through increased funding via the LHO funding formula and through improved financial management counseling as they assist in the delivery of corporation programs.  
**Status:** *Ongoing. NHC is working with LHOs to improve financial management and accountability and will hold a conference in the winter of 2007.*

**Priorities (2007-2008)**

- Continue to implement all components of the Housing Trust Delivery Strategy, including:
  - Construction of new, affordable units according to approved community allocations;
  - Completion of the 96 units started in 2006-2007 and order materials and begin construction for 236 units to be completed in 2008;
  - The use of labour delivery methods that fit with community capacity and, wherever possible, include the participation of local firms; and,
  - The enhancement of community housing profiles that contain information about specific local housing issues, capacity and requirements for 2007-2008;

- To work with LHOs to develop standards for financial management and build capacity through providing training for financial management;
- Tendering a proposal to conduct a housing needs study in 2007 which will provide a clear picture of actual needs;
- To work with LHOs to prepare credible waiting lists of unhoused people;
- To establish, update and maintain a data base of public housing assets and clients that would be easily accessible.

## 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.

Programs	Budget (\$000)	2007-2008	2006-2007
<b>Operations</b>		5,674	5,372
Provides the day-to-day operations for the Staff Housing Program in a decentralized environment.			
<b>Leases for Staff Housing Rental Units</b>		32,757	32,732
Representing 85% of the line of business portfolio, provides about 1,100 rental units.			
<b>Total, Staff Housing</b>		<b>38,431</b>	<b>38,104</b>

### Priorities (2006-2007)

- Monitor and evaluate the Staff Housing Policy.  
**Status:** *Interim report completed in fall of 2006 and one year report scheduled for winter, 2007.*
- Report to the Financial Management Board (FMB) quarterly on condominium sales and advise the Board on how the receipts are to be used  
**Status:** *Condominium corporation established in Iqaluit in 2006 and tenants and potential clients are currently accessing and acquiring all available units. NHC is currently investigating to determine the viability of future sales in Rankin Inlet and Cambridge Bay.*
- Prepare and implement leasehold attrition plan for emerging communities of Iqaluit, Rankin Inlet and Cambridge Bay.  
**Status:** *Leasehold attrition plan prepared and in process of being implemented. RFP issued for additional supply and results are being incorporated into the plan.*

- Obtain incremental staff for delivering staff housing policy changes.

**Status:** *Complete.*

### **Priorities (2007-2008)**

- Continue the implementation of the revised GN Staff Housing Policy, including the leasehold attrition plan, to be in effect by 2010 in Iqaluit;
- Monitor the impact of the new staff housing rent increases and the demand for the rental assistance program and prepare a report for the spring of 2007;
- Construct incremental staff housing in the communities of Kugaaruk, Repulse Bay, Kimmirut, and Resolute Bay;
- Implement the Staff Housing Supply Strategy, and ensure that any additional supply is represented in the Capital Plan for 2007-2008 and beyond;
- Prepare a staff housing delivery plan for allocation needs over the next three years;
- Establish, maintain and update a data base of staff housing clients and assets;
- Prepare a comprehensive list of vacant staff units in Nunavut.

## **Homeownership**

Through its homeownership programs and corporate financing options, the NHC assists residents who can afford the costs of homeownership to secure and maintain their own housing. The corporation can also provide short-term guarantees for interim financing. As well, client-counseling services are provided to homeowners. These services include, but are not limited to, consultations regarding new construction/renovation, bank financing, home budgeting and energy conservation in the home.

### **Objectives**

- To support new homeowners through down payment assistance, and to support existing homeowners through funding for vital home repair and renovation projects.

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<b>Programs</b>	<b>Appropriations included in the 2007-2008 Capital Estimates</b>
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#### **Nunavut Down Payment Assistance Program**

Provides a \$25,000 forgivable loan over a ten-year period to new homeowners and a \$15,000 forgivable loan for purchasing existing houses in Iqaluit. Homeowners in Rankin Inlet and Cambridge Bay would receive \$45,000 for new homes and \$30,000 for existing homes. Other communities in Nunavut would receive \$75,000 for new homes and \$50,000 for existing homes.

#### **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 in a grant 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 Persons Preventative Maintenance Program**

A \$1500 annual grant to assist senior and disabled homeowners to undertake the annual preventative and general maintenance of their homes in order to improve their quality of life.

### **Senior and Disabled Homeowner Options Program**

NHC introduced the Supports to Senior and Disabled Homeowner Options Program in June 2006 to assist seniors who were in financial distress or suffering from physical disability to live in more comfortable conditions.

### **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 for obtaining financing from a financial institution to pay for the construction cost. The building must be constructed by an NHC recognized contractor.

### **GN Staff Condominium Program**

Creates a supply of affordable staff accommodations and offers homeownership opportunities to GN staff that are able to assume the responsibility of homeownership. Also provides assistance in the administration of condominium corporations.

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### **Priorities (2006-2007)**

- To develop, maintain and update a consolidated homeownership programs client database to be operational by March 31, 2007.

**Status:** *Preliminary investigation of software options.*

- Develop an energy efficiency plan to focus on the need for proper homeowner maintenance and related energy use and savings. This plan would include counseling and would provide information on the Home Renovations Program, the Emergency Repair Program, and the Seniors Emergency Home Repair Program.

- **Status:** *Initial start-up begun with a proposed completion date of spring 2007.*

- Develop and deliver homeownership information sessions in all Nunavut communities to counsel Nunavummiut on homeownership.

- **Status:** *Information sessions held in many communities in 2006.*

- To implement the Material Assistance Program, providing funding to at least ten (10) clients in 2006-2007.

**Status:** *Ten MAP applicants were chosen in the winter of 2006 and MAP materials packages were delivered this summer or fall. Four additional MAP units were provided in the summer of 2006. NHC will be undertaking a new MAP intake in the fall of 2006.*

- To monitor and evaluate the Seniors and Disabled 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).

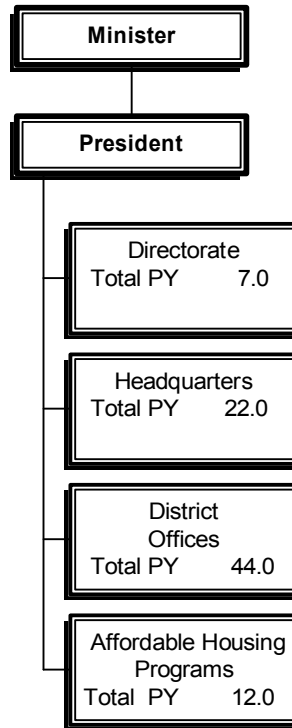
**Status:** *Terms of reference developed, methodology being tested.*

**Priorities (2007-2008)**

- Provide more counselling, community information sessions and educational materials for potential homeowners throughout Nunavut. Monitor the start up of the MAP program, determine need for changes to permit more take up and prepare a report in early 2007 for 2008 intake;
- Prepare a report on the implementation of the Seniors and Disabled Persons Preventative Maintenance Program for the spring of 2007;
- Prepare a public awareness campaign on energy efficiency for housing and include it in our community meetings;
- To monitor the implementation of the Interim Financing Program and to prepare a report before deciding upon future extensions.

# APPENDIX I: Accounting Structure and Financial Summary

## Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	85.0
Vote 4/5 PYs	-
Revolving Fund PYs	-
<b>TOTAL PYs</b>	<b>85.0</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 Executive Council (Cabinet). As well, it ensures that programs are delivered according to the corporation's funding agreement with Canada Mortgage and Housing Corporation (CMHC).

### Corporate Headquarters

Corporate Headquarters is responsible for the development of corporate policy, strategic planning and communications. Corporate Headquarters provides support to the Minister, the corporate executive and to the regional offices. It coordinates the preparation, monitoring and reporting of the corporate O&M and capital budgets, administers the loan portfolio and provides accounting and treasury services. It provides support to the regions in the areas of programs, contracting, project management, design and maintenance.

### District Offices

Delivery of services and support to communities in programs and services is managed through the corporation's district offices. District offices set regional priorities and work with 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. And also 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 \$170 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	2007 - 2008 Main Estimates		2006 - 2007 Main Estimates	
	\$000	PYs	\$000	PYs
<b>HEADQUARTERS</b>				
Salary	3,247	29.0	2,667	24.0
Grants & Contributions	-		-	
Other O&M	1,092		903	
<b>Subtotal</b>	<b>4,339</b>		<b>3,570</b>	
<b>DEBT REPAYMENT</b>				
Salary	-	-	-	-
Grants & Contributions	-		-	
Other O&M (includes CMHC contributions*)	27,512		27,973	
<b>Subtotal</b>	<b>27,512</b>		<b>27,973</b>	
<b>DISTRICT OFFICES</b>				
Salary	4,589	44.0	4,589	44.0
Grants & Contributions	-		-	
Other O&M	1,576		1,576	
<b>Subtotal</b>	<b>6,165</b>		<b>6,165</b>	
<b>AFFORDABLE HOUSING</b>				
Salary	1,089	12.0	1,089	12.0
Grants & Contributions (includes CMHC and NHC contributions*)	86,086		75,236	
Other O&M	37,342		37,015	
<b>Subtotal</b>	<b>124,517</b>		<b>113,340</b>	
<b>TOTAL, FUNDED</b>	<b>162,533</b>		<b>151,048</b>	
* LESS CMHC and NHC CONTRIBUTIONS	63,779		55,927	
<b>TOTAL, GN-FUNDED</b>	<b>98,754</b>	<b>85.0</b>	<b>95,121</b>	<b>80.0</b>



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## EXECUTIVE SUMMARY

At Nunavut Arctic College we take pride in the essential role we play at the center of northern communities. Our mission is to contribute to the development of Nunavut - a future that is prosperous and rooted in who we are and who we want to be.

Our dedicated staff offer high quality programs that serve the needs of students, government and business. Many of our graduates find employment immediately after graduation. Nunavut Arctic College graduates can be found in positions of leadership in business, government and their communities.

At Nunavut Arctic College we believe that the learning experience is much wider than skills development. We build on our students' strengths as they define themselves in a modern world. Our graduates are helping to bridge the Nunavut of yesterday to the Nunavut of tomorrow.

We are committed to working with the government to achieve the objectives and priorities expected of us. We are excited to be a part of the implementation of government initiatives such as the establishment of trades and mine training and the Adult Learning Strategy.

In order for Nunavut Arctic College to operate as the post-secondary institution in the Nunavut Territory and meet the demands placed on it by the Government of Nunavut and Nunavummiut, the college requires the following minimal base funding:

Current Service Level (2006-2007 approved Budget)	\$16,099,000
ADD:	
Expanded Services	<u>30,000</u>
Minimum Service Level	\$16,129,000
ADD:	
New Initiatives	-
LESS:	
Non Essential Services	<u>-</u>
<b>Total Funding Required 2007-2008</b>	<b><u><u>\$16,129,000</u></u></b>

## INTRODUCTION

At Nunavut Arctic College we believe that the learning experience is much wider than skills development. We build on our students' strengths as they define themselves in a modern world. Our graduates are helping to bridge the Nunavut of yesterday to the Nunavut of tomorrow. The college and its staff contribute to Nunavut far beyond the walls of the college. Great staff is at the heart of our success and will continue play an essential role as we move forward.

This Program & Services Plan is the business plan for the college for the 2007-2008 planning period. The Plan will be submitted at the same time the Government of Nunavut (GN) Departments submit their business plans. Some, but not all, of the elements required in the business plans are included in this Programs & Service Plan.

The college's accountability cycle is such that it is required to prepare the Program & Services Plan at least three to four months earlier than GN Departments. It needs to be prepared in time for review and adoption at the annual June Board of Governor's meeting after which the Plan will be presented to the Minister, Responsible for review and comment. After the Minister's review, it will then be submitted to GN Finance as part of the GN's main estimate process. The college currently is preparing its 5 year strategic plan and a number of issues will be addressed in this plan, including a listing of Key Performance Indicators.

In preparing this Program and Services Plan, several documents were reviewed: Letters of Expectation for both the President and the Board of Governors, the recommendations from the External Review, Final Report of the Communications Workshop held December 2005, Final Report of the All Staff Professional Development Conference held August 2005.

## Mission Statement

*To strengthen the people and communities of Nunavut by providing life-long learning opportunities for Northern adults by appropriately delivering high quality career programs, developed with input from our partners throughout the Arctic, and by making the benefits of Inuit traditional knowledge and southern science more accessible.*

## Our Vision

*By the year 2020, Nunavummiut view Nunavut Arctic College as their college of choice. Individuals and communities are well informed about the programs offered by the college, and they actively participate in, and support, the educational and career programs being offered. All Nunavummiut take pride in their language and culture, and are strengthened by achieving their educational goals, allowing them to assume their rightful leadership role within Nunavut and throughout Canada.*

## Our Principles and Values

### Principles

- The college recognizes the social, cultural and economic needs of our learners and communities.
- The college supports the need for learning opportunities that will help the people of Nunavut achieve their economic, social and cultural goals.



- The college supports the traditional values, beliefs and knowledge of the Inuit (*Inuit Qaujimagatuqangit*).
- The college believes in setting goals and expectations in consultation with the people and communities it serves.
- The college recognizes the need for standards to measure its performance.
- The college recognizes it must be accountable to learners and other members of the public for all results it achieves.
- The college recognizes the need for information that assists people in making timely and informed decisions about learning and career opportunities.

## **Values**

- The college values the need to be accountable to the communities it serves.
- The college values the need for programs and services that are designed to create and support the best possible learning environment.
- The college values policies, practices, programs and services that reflect the unique culture, values, traditions and language of the Inuit.
- The college values the need for partnerships with other institutions and organizations, in order to provide a broad range of programs and services for the benefit of the people it serves.
- The college values the need for high quality programs, courses and services that are relevant to the best interests of the communities and people it serves.
- The college values accessible educational opportunities that are delivered in a fair and equitable manner.
- The college values the need to respond quickly and appropriately to the changing learning needs of individuals and society.
- The college values the need to deliver affordable programming for individual learners, funding partners and society as a whole.
- The college values the need to establish the highest research standards in the areas of culture, language, technology, history and the traditions of the people of Nunavut.
- The college values the need for goals, objectives and performance indicators as a basis for measuring accountability.
- The college values the need to provide the people of Nunavut with access to life-long education, training and learning opportunities.
- The college values the right and responsibility of students to participate fully in learning opportunities and to contribute to an orderly and safe learning environment.

## **STRATEGIC COMMITMENT TO PINASUAQTAVUT**

Nunavut Arctic College continues to support the Government of Nunavut as it works towards building a stronger economy and cultural foundation and is committed to the four main goals as outlined in the Bathurst Mandate: building Healthy Communities, embracing Simplicity and Unity, developing Self Reliance and supporting Continuing Learning.

### **Healthy Communities**

In support of building healthy communities, the college will continue to work with the Department of Health and Social Services to develop and implement a Health Care Training strategy to prepare Inuit for careers in the health care profession. This will include increasing the number of graduates from the Nursing program, developing programs for other professional and paraprofessionals, such as Mental Health Care workers, Therapy Assistants, Maternity Care Workers and Midwives. In addition, the college will explore ways to develop a community based model for delivering the Human Services program. The college will also continue to support Suicide Prevention programs and deliver awareness programs at the community level focusing on healthy lifestyles.

### **Simplicity and Unity**

In support of simplicity and unity, the college is committed to building a college that recognizes Inuit values and culture as the foundation of everything we do. The college has initiated a consultative process which will further address this issue and identify ways to develop the college in order to strengthen its role as a catalyst for promoting social and economic development of communities across Nunavut.

### **Self-Reliance**

The college supports the goal of self-reliance by committing to offering more programs at the community level in order to equip the people of Nunavut with the skills needed to find meaningful employment. The college works closely with the various GN departments, the Regional Inuit Organizations and other partner organizations to identify programs and sources of funding to deliver programs appropriate to each community. The current partnership with the Municipal Training Organization is a good example of an initiative the college is currently delivering that supports this goal. The college is also committed to supporting self-reliance by increasing Inuit employment at the community level by hiring more beneficiaries in professional positions such as Adult Educators. In the Kivalliq region 100% of Adult Educators are beneficiaries. In addition Nunavut Arctic College is moving forward with plans to open a new trades training facility in Rankin Inlet. The project is currently in the design phase with construction planned in the next fiscal year.

### **Continuing Learning**

In support of continuing learning, the college and the Department of Education have completed a review of the Teacher Education Program. The college will implement recommended changes to ensure the program continues to meet the Department's needs. The college also commits to delivering more programs at the community level including Literacy, Adult Basic Education (ABE), trades training as well as more certificate, diploma and degree programs. The college will be the lead in the process of developing a made-in-Nunavut *Public Colleges Act* to better serve the needs of Nunavummiut.

## INUIT EMPLOYMENT PLAN

Nunavut Arctic College endorses and supports the GN's Inuit Employment goal of 56% across all occupational categories for 2009. As of March 31, 2006, the college had attained an overall Inuit Employment of 43%. The college anticipates filling all vacant positions with Beneficiaries and the overall Inuit employment is expected to increase to 52% in 2007-2008. This is based on the current service level of 124.8 positions and does not include positions identified in Expanded Services nor New Initiatives. Please refer to table below: Inuit Employment Representations.

### Inuit Employment Representations

Inuit Employment Representation	As of March 31st, 2006		Target for 2007- 2008	
	Number #	Capacity %	Number #	Capacity %
<b>Total College Positions</b>	<b>123.3</b>		<b>124.8</b>	
Total Filled Positions	101.8	83	124.8	100
Total Vacancies	21.5	17	0	0
Total Beneficiaries	43.5	43	65	52
<b>Total Executive Positions</b>	<b>1</b>		<b>1</b>	
Total Filled Executive Positions	1	100	1	100
Total Vacant Executive Positions	0	0	0	0
Total Beneficiaries in Executive Positions	0	0	0	0
<b>Total Senior Management Positions</b>	<b>8</b>		<b>8</b>	
Total Filled Senior Management Positions	7	88	8	100
Total Vacant Senior Management Positions	1	13	0	0
Total Beneficiaries in Senior Management Positions	2	29	4	50
<b>Total Middle Management Positions</b>	<b>15</b>		<b>16.5</b>	
Total Filled Middle Management Positions	12	80	16.5	100
Total Vacant Middle Management Positions	3	20	0	0
Total Beneficiaries in Middle Management Positions	2	17	4	24
<b>Total Professional Positions</b>	<b>54.5</b>		<b>54.5</b>	
Total Filled Professional Positions	46.5	85	54.5	100
Total Vacant Professional Positions	8	15	0	0
Total Beneficiaries in Professional Positions	14.5	31	22.5	41
<b>Total Paraprofessional Positions</b>	<b>18.5</b>		<b>18.5</b>	
Total Filled Paraprofessional Positions	15.5	84	18.5	100
Total Vacant Paraprofessional Positions	3	16	0	0
Total Beneficiaries in Paraprofessional Positions	8	52	11	59
<b>Total Administrative Support Positions</b>	<b>26.3</b>		<b>26.3</b>	
Total Filled Administrative Support Positions	19.8	75	26.3	100
Total Vacant Administrative Support Positions	6.5	25	0	0
Total Beneficiaries in Administrative Support Positions	17	86	23.5	89

**Note:** Based on Current Service Level only.

Expanded Services and New Initiatives are not included in the above.

## ENVIRONMENTAL SCAN

Nunavut Arctic College faces unique challenges and a number of emerging opportunities as we look to the future. These challenges and opportunities will help shape the strategic direction of the college during the coming years. The factors that create this situation include: financial resources, population and demographic trends, educational levels, political developments, economic indicators, language and culture, science, technology, research and investment.

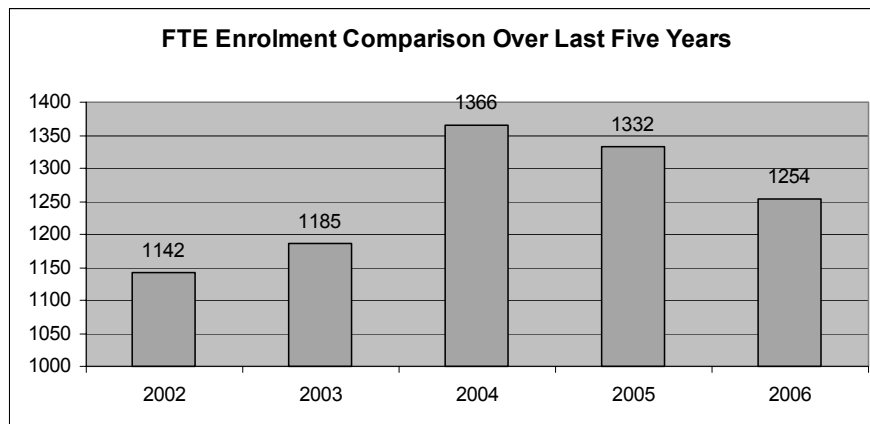
There is a strong link between post-secondary education and training and a variety of social and economic indicators. One of these indicators is a well-trained labour force. Since the creation of Nunavut the government has been dealing with the challenge of having a shortage of skilled workers in almost every sector of the economy. This creates a unique opportunity for Nunavut Arctic College to provide the training needed to fill the current gaps in the workplace.

### Post-Secondary Enrolment

Enrollment in programs at Nunavut Arctic College increased in 2003-2004 and leveled off in 2004-2005. As the Chart A (below) indicates, enrolment reached the highest levels ever attained in 2003-2004. The reason for this is an increase in enrollment in our base funded programs and our university partnership programs. Customized training also increased during the year due the college strengthening it's partnerships with the various funding agencies.

There is also a significant increase in the number of young people moving through the school system. The number of young people in the 19 to 23 year old age group will dramatically increase over the next ten years. These increased numbers will significantly impact future post-secondary educational resource requirements.

**Chart A: FTE Enrolment Comparison Over the Last Five Years**



### Education Levels

Education levels within Nunavut have shown significant improvement over the last twenty years. There is a significant increase in the number of students moving through the school system. As the number of students graduating from high school continues to increase there will be a corresponding increase in the demand for post-secondary programs.

Education and training will be the key to providing residents with the skills required to take advantage of emerging employment opportunities. While education trends are improving, the projected need for individuals with the high level of education needed to fill employment opportunities by the year 2008 will continue to increase. Further, the Labour Force Survey predicts 560 entrants into trades related occupations in the next three (3) years.

There will also be a significant need for increased adult basic education in the communities in order to provide mature students with the academic foundation needed to enroll in certificate, diploma and degree programs and trades programs.

## **Labour Force Trends**

The Government of Nunavut will continue to be the single largest employer in for the foreseeable future. There appears to be significant growth potential in the service sector, especially in those areas that provide support and services to government (i.e Human Resources and Finance). In addition, due to the current construction boom in the territory and the emerging opportunities in the resource sector, there will be increasing demand for skilled workers in the trades and mining sectors.

As the numbers of young adults entering the job market continues to increase over the next ten years, providing the necessary training and employment programs for this age will be a challenge group. As part of the GN's commitment under Article 23 of the Nunavut Land Claims Agreement, programs need to be offered that will allow individuals from this labour pool to be prepared for future job openings in government.

## **Financial Resources**

The expectations for Nunavut Arctic College to provide post-secondary programs across a number of disciplines within Nunavut are significant. The demand by the public for greater access to programs while operating within a period of fiscal restraint continues to provide a unique challenge to the college in responding to community-based requests for training and education. There will also be a need to respond to recommendations that arise from the Adult Learning Strategy, Economic Development Strategy and other initiatives that focus on community-based training. In order to meet this growing demand for programs, the college cannot continue to remain under resourced.

## **Critical Issues for Success**

The college has had to meet many challenges over the past few years. The major challenge being a lack of long term and stable funding as well as budget cuts which had resulted in the college accumulating a large deficit.

Despite this, the college has managed to:

- In ten years, make significant contributions to Nunavut and has made much progress despite the scarcity of resources;
- Achieve increasing enrollment levels;
- Exceed the national average for indigenous students retention rates;
- Deliver employable people to the work force as our graduating students are finding jobs;
- Enjoy increased demands from third party funders to deliver programs aimed at specific sectors;

## *Nunavut Arctic College*

- Get our financial house in order: the college has eliminated its accumulated deficit;
- Receive positive comments from the Office of the Auditor General of Canada in its reports to the college's Board of Governors and the Legislative Assembly;
- Be a positive working model of decentralization in Nunavut;
- Maintain an overall average of 43% in IEP;

The following issues represent a broad overview of the challenges and pressures facing Nunavut Arctic College for the 2007-2008 planning period:

- Stable and adequate funding to the college to provide the minimal services;
- *Inuit Qaujimaqatunqangit* knowledge, skills and values, and the Inuktitut language need to be the foundation for all academic programs services offered by Nunavut Arctic College, as per Board of Governors motion BG-101-2004;
- Nunavut Arctic College needs a large investment in infrastructure in order to respond to the demand for trades/ mining related training within Nunavut;
- Nunavut Arctic College needs financial resources to carry out the recommendations detailed in the External Review and report of the Standing Committee on Health and Education;
- Adult Basic Education programming needs to be expanded in order to provide mature adult students with the academic upgrading they will need before they can enroll in certificate, diploma and degree programs;
- Nunavut Arctic College lacks the information technology resources that are required to adequately meet the needs of the 3 Regional Campuses and 24 Community Learning Centres and the growing demand for delivery of programming via distance technology;

## REVISED SERVICE LEVEL

The total funding requested, including Expanded Services-forced growth for 2007-2008 is \$16,129,000.

The first element of the formula is the **Current Service Level** and is depicted as follows:

Total 2006-2007 Budget as approved by the Board of Governors	\$ 18,134,000
Less:	
Other Revenues	(2,035,000)
Other Revenues consist of: Tuition & Student Fees, Room & Board Contract Revenue (Net), Investment Income and Miscellaneous Revenue. These amounts have been held constant. Spending of amounts achieved greater than budget will occur only when the Accumulated Deficit is eliminated.	

<b>Contribution Required (and approved) from the Government of Nunavut For Fiscal 2006-2007</b>	<b>16,099,000</b>
---	-------------------

The second element of the formula is the <b><u>Expanded Service Level</u></b> :	30,000
This amount represents the Dalhousie University fee increase (Nursing Program)	

The above elements add to a <b><u>Minimum Service Level</u></b> for the college of:	16,129,000
---	------------

The third element of the formula are the <b><u>New Initiatives</u></b> :	-
--	---

<b>The sum of the above is the <u>Revised Service Level for 2007-2008</u>:</b>	<b>\$16,129,000</b>
--	---------------------

Total funding requested for the 2007-2008 planning period, including Expanded Services is summarized in TABLE 1: 2007-2008 Revised Service Level. Table 1 is a detailed table and depicts the Revised Service Level by functions of the college. These are:

**Headquarters** - The headquarters is responsible for the overall financial and programming services administration of the college.

**Nunavut Research Institute (NRI)** - The NRI is responsible as the lead agency for science, research and technology development in Nunavut.

**Regional Campuses** - The three regional campuses are responsible for the delivery of college programs in the three (3) Nunavut regions.

**TABLE 1: 2007-2008 Revised Service Level by Function**

	Current Service Levels (2006-2007)	Expanded Service Levels	New Initiatives	Non- Essential Programs/ Services	Revised Service Levels (2007-2008)
<b>PYs</b>	<b>124.8</b>	-	-	-	<b>124.8</b>
Headquarters	\$ 4,146,500	-	-	-	<b>\$ 4,146,500</b>
Nunavut Research Institute	823,700	-	-	-	<b>823,700</b>
Regional Campuses	11,128,800	30,000	-	-	<b>11,158,800</b>
<b>Grand Total</b>	<b>\$16,099,000</b>	<b>\$30,000</b>	-	-	<b>\$16,129,000</b>

Please refer to TABLE 2 : Minimum Service Level by Line Items and Responsibility. It details the Minimum Service Level required for 2007-2008 by responsibility centre and traditional budget line items. Table 2 includes third party contracts budget for program delivery.

**TABLE 2: 2007-2008 Minimum Service Level by Line Items and Responsibility**

	<b>2007-2008</b>	<b>Head Office</b>	<b>Nunavut Research Institute</b>	<b>Regional Campuses</b>
<b>PYs</b>	<b>124.8</b>	<b>20.5</b>	<b>7.5</b>	<b>96.8</b>
<b>Expenditures</b>				
Salaries and Benefits	\$14,298,441	\$ 2,915,300	\$729,000	\$10,654,141
Travel	1,138,597	373,000	64,600	700,997
Materials and Supplies	808,512	96,300	20,000	692,212
Utilities/Maintenance	185,000	-	7,000	178,000
Purchased Services	486,737	64,200	13,000	409,537
Contract Services	3,101,391	512,000	28,000	2,561,391
Fees and Payment	955,301	306,700	2,100	646,501
Minor Capital	197,000	80,000	-	117,000
<b>Total</b>	<b>\$21,170,979</b>	<b>\$4,347,500</b>	<b>\$863,700</b>	<b>\$15,959,779</b>
<b>Revenues</b>				
Third Party Contract	3,405,979	-	-	3,405,979
Student Fees	550,000	-	-	550,000
Room and Board	600,000	-	-	600,000
Investment Income	200,000	200,000	-	-
Other Revenue	286,000	-	40,000	246,000
GN Contribution Required	16,129,000	4,147,500	823,700	11,157,800
<b>Total</b>	<b>\$21,170,979</b>	<b>\$4,347,500</b>	<b>\$863,700</b>	<b>\$15,959,779</b>



## CORE BUSINESS

The college's fiscal year is from July to June. The college's "base" revenue includes a contribution from the Government of Nunavut (via the Department of Education) plus other revenues including: room & board, tuition fees; investment revenue etc. The amounts below represent the total budget per line of business and program.

	BUDGET (\$000)	
	2007 - 2008	2006 - 2007
Administration & Program Services	4,346	4,378
Kitikmeot Campus	1,708	1,697
Kivalliq Campus	2,490	2,317
Nunatta Campus	8,756	8,678
Nunavut Research Institute	864	864
<b>TOTAL</b>	<b>18,164</b>	<b>17,934</b>

### Administration & Program Services (Headquarters)

The college's Head Office is located in Arviat, with most positions located in that community. However, some administrative functions such as, Library Services, Customized Training and Information Technology, have positions that are located regionally. The Head Office is responsible for overall planning, coordination and direction of academic and administrative affairs of the college.

#### Board of Governors and Office of the President

Nunavut Arctic College is responsible through the Board of Governors to the Minister of Education. The Board of Governors determines policies respecting the administration of the college, recommends priorities to the Minister for courses and programs that may be established by the Minister, ensures that for each fiscal year an estimate of the revenues and expenditures of the college is prepared that does not result in a deficit, and presents budgets to the Minister in accordance with Part IX of the *Financial Administration Act*.

The President of Nunavut Arctic College reports to both the Board of Governors and the Minister, Responsible for Nunavut Arctic College. The President is responsible for the implementation of the directions and policies approved by the Board, and, supported by the college senior management team, is responsible for administration and management of the college. In June the Cabinet approved the re-location of the President's Office to Iqaluit.

#### Finance and Administration and Corporate Services

The Finance and Administration division is responsible for the planning and control of all financial activities. These activities include the development and operation of an effective system of accounting, budgeting and financial reporting. The division is also responsible for financial statements, variance reporting, purchasing, revenue, capital project management, insurance and risk management and the financial processing of all contracts and agreements entered into by the college. The Corporate Services division is responsible for college-wide human resource planning, information technology, corporate planning, public relations and Board of Governors support.

#### Academic Affairs and Customized Training

The Academic Affairs division is responsible for policy development, educational and career-oriented program development, academic strategies and operational matters, training needs assessments, program delivery planning in response to the post-secondary training needs of

Nunavut, program monitoring and evaluation, maintenance of academic standards, institutional transfer agreements and academic partnerships. In addition, the division is responsible for the advancement of continuously improved academic programs through effective staff and curriculum development, resource management, college-wide short and long-range program planning, project development, funding identification, and collaboration with a wide spectrum of academic, community, business and government partners. Academic Affairs also oversees the work of the Customized Training division which has the lead responsibility for the development of new third party partnerships.

## **Kitikmeot Campus**

The Kitikmeot Campus of Nunavut Arctic College is responsible for college programming in the Kitikmeot Region. The Government of Nunavut and other organizations provide the funding for the programs that are delivered in the region. This funding enables the college to have adult educators, community learning centres and academic upgrading programs in all communities.

### **Campus Administration**

The Campus Director is responsible for all direction, coordination and supervision of college activities in the region. The Director is supported by a secretary/receptionist. Finance and administrative and student service staff provide support services to campus programs and to the Adult Educators in each community. These services include human resources support, counseling services student registration services, student records system operation and financial services such as purchasing and accounting.

### **Certificate/Diploma Programs**

The Kitikmeot Campus is responsible for the delivery of the Certificate and Diploma in Human Services. These programs are base funded and are for students from across Nunavut. There are two instructors who can accommodate 10-15 students for each year of the program.

### **Community Programs**

Adult Educators in each community except Kugaaruk offer Adult Basic Education, literacy training and upgrading programs in the local Community Learning Centre. They provide educational counseling, facilitate community learning and training needs assessment, and maintain the Community Learning Centre. Adult Educators also coordinate the organization and delivery of other specialized courses as requested by the community when funding is available through government, business and Inuit organization partners. The Kitikmeot Campus is actively involved in the delivery of third party custom designed or other specifically requested training programs. These programs vary from year to year and the funding provided to deliver them is not part of the college's base budget.

## **Kivalliq Campus**

The Kivalliq Campus of Nunavut Arctic College is responsible for programming in the Kivalliq Region. All Kivalliq communities have a Community Learning Center and a full time adult educator except Whale Cove. The Kivalliq Campus works closely with various organizations, companies and government departments to provide a wide range of programs and services in the region through third party funding arrangements.

### **Campus Administration**

The Campus Director is responsible for all direction, coordination and supervision of college activities in the region. Finance, administrative and student services staff provide support services

to campus programs and to the Adult Educators in each community. These services include human resources support, counseling, student registration services, student records system operation and financial services such as purchasing and accounting. The college offers single student residence facilities and leases units for married students. Students who live in the residence use meal tickets to get their meals at one of the local restaurants. The Residence Manager also provides counseling services to students who require personal, career or academic support.

### **Certificate/Diploma Programs**

Kivalliq Campus is responsible for the delivery of the Certificate and Diploma programs in Management Studies. These programs are base funded and are for students from across Nunavut. There are three instructors that can accommodate two full time classes of 15-25 students in each year of the program.

### **Community Programs**

Adult Educators in each community in the region except Whale Cove offer Adult Basic Education, Literacy training and upgrading programs in the local Community Learning Centre. They provide educational counseling, facilitate community learning and training needs assessment, and maintain the Community Learning Centres. Adult Educators also coordinate the organization and delivery of other specialized courses as requested by the community when funding is available through government, business and Inuit organization partners. The Kivalliq Campus is actively involved in the delivery of third party custom designed or other specifically requested training programs. These programs vary from year to year and the funding provided to deliver them is not part of the college's base budget.

## **Nunatta Campus**

The Nunatta Campus of Nunavut Arctic College is responsible for college programming in the Baffin Region. The Government of Nunavut and other organizations provide the funding for the programs that are delivered in the region.

### **Campus Administration**

The Campus Director is responsible for all direction, coordination and supervision of college activities in the region. Finance and administrative services staff provide support services to campus programs and to the Adult Educators in each community. These services include human resources support, and financial services such as purchasing and accounting. The above budget also includes the cost of utilities and maintenance for all Nunatta Campus buildings in Iqaluit.

### **Student Services**

The goal of Student Services is to enhance the quality of student life at Nunatta campus and to enhance academic success by addressing the social, personal, recreational and housing needs of students. Student Services is responsible for providing a wide range of non- academic services, including residence, cafeteria, counseling, transportation, recreation, security and orientation. Student Services bridge the gaps between student, staff, faculty, campus and community resources.

### **Certificate/Diploma Programs**

This division coordinates one-year certificate and two-year diploma programs, as well as longer term degree programs. The longer-term degree programs are offered in association with southern universities, which lead to degrees. The division also coordinates programs, which are funded through a variety of arrangements with third party organizations. The community based Teacher

Education program, the Nursing program and the Akitsiraq Law School program are examples of the latter type of programming.

Nunatta Campus is responsible for:

- the Nunavut Teacher Education program (NTEP), a program in partnership with McGill University, which prepare Inuit to become elementary classroom teachers in Nunavut schools. The amounts budget reflects funding for Nunatta Campus based training only. There is a separate agreement with the Nunavut Department of Education for community based program delivery (CTEP);
- the Environmental Technology program, a two-year diploma program;
- the Language and Culture program, providing post-secondary training in Inuktitut language and Inuit culture; and
- the Fine Arts and Crafts program, enabling students to develop their knowledge and skills of jewellery and metalwork production in a professional studio atmosphere.

### **Community Programs**

Adult Educators assist in the identification, development, and delivery of appropriate post-secondary courses and programs within each Baffin community. They develop partnerships with other campus programs, assist with registration, provide educational, career and personal counselling, facilitate community learning and training needs assessment processes, coordinate with other organizations and agencies in their community in delivering adult education and training and maintain Community Learning Centres.

Community Programs also includes Academic Studies which covers a range of programs—basic literacy, pre-employment, GED, Adult Basic Education and the Certificate in Office Administration. The Academic Studies program prepares students for many of the certificate and diploma programs. The Nunatta Campus is actively involved in the delivery of third party custom designed or other specifically requested training programs. These programs vary from year to year and the funding provided to deliver them is not part of the college's base budget.

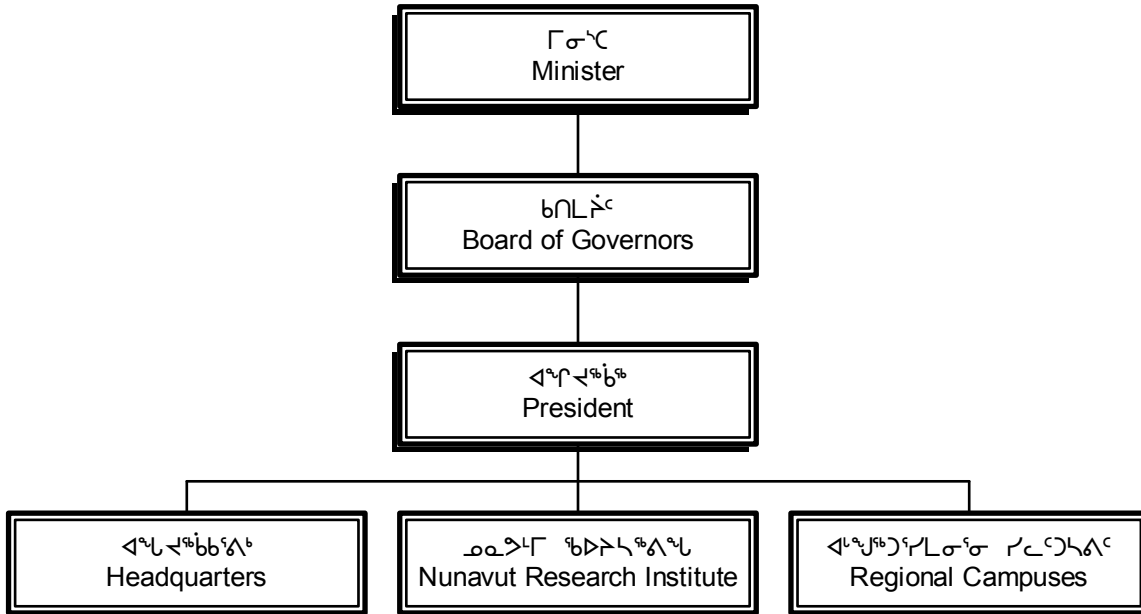
## **Nunavut Research Institute**

**Mission Statement:** *To provide leadership in developing, facilitating, and promoting Inuit Qaujimajatuqangit (traditional knowledge), science, research and technology as a resource for the well being of Nunavummiut.*

The Nunavut Research Institute functions as the lead agency for science, research and technology development in Nunavut, striving to promote the social and economic well being of Nunavummiut through the application of scientific research, technology, and *Inuit Qaujimajatuqangit*. Base financial support is obtained through a combination of the GN contribution provided by the Department of Education and other college revenues. The Institute is responsible for administering the *Science Act*, which requires the licensing of all research projects that are not regulated under the *Wildlife Act* or the *Archeological Site Regulations*.

Administration of the Institute involves management and direction of day-to-day logistical support operations, management of the Institute's financial operations and researching, documenting and providing public information on identified issues. Responsibilities also include supervision of Institute staff. Functions of the research institute include: licensing research projects, research design and technology development, developing partnerships and seeking third party funding to support projects. NRI also operates the Iqloolik Research Centre which focuses on *Inuit Qaujimajatuqangit*, including the collection and documentation of specific traditional knowledge.

## APPENDIX A: Accounting Structure Chart



ᐱᓂᓂᓐ ᐱᓂᓂᓐ	Person Years (PYs)	ᑲᑎᓚᓂᓐ Total
ᓂᓂᓂᓐ 1 ᐱᓂᓂᓐ	Vote 1 PYs	124.8
ᓂᓂᓂᓐ 4/5 ᐱᓂᓂᓐ	Vote 4/5 PYs	-
ᓂᓂᓂᓐ ᓂᓂᓂᓐ ᐱᓂᓂᓐ	Revolving Fund PYs	-
<b>ᑲᑎᓚᓂᓐ ᐱᓂᓂᓐ</b>	<b>Total PYs</b>	<b>124.8</b>

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# Business Plan

2007-2008

Jessie Oonark Ltd.  
Ivalu Ltd.  
Kiluk Ltd.  
Kivalliq Arctic Foods Ltd.  
Kitikmeot Foods Ltd.

Pangnirtung Fish Ltd .  
Taluq Designs Ltd.  
Uqqurmiut Arts & Crafts Ltd.  
Papiuruq Fisheries Ltd. (Whale Cove Fisheries)

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## INTRODUCTION

The Nunavut Development Corporation (the “Corporation” or “NDC”) is a Crown corporation of the Government of Nunavut (the “Government”) named in Schedule B of the *Financial Administration Act* (Nunavut) (“FAA”) and, accordingly, operates in accordance with Part IX of the FAA, the *Nunavut Development Corporation Act* (the “Act”) (as duplicated for Nunavut under Section 29 of the *Nunavut Act*) and the *Business Corporations Act* (Nunavut). The Act lays out the parameters under which the Corporation may operate.

Section 25 of the Act pertains to the submission of an annual corporate plan, operating budget, and capital budget as described in sections 91 to 93 of the FAA. Section 25 of the Act also requires that the Corporation disclose projected investments, borrowings and the amount of subsidies to be paid to subsidiary companies and NDC projects.

## Legislated Mandate

The legislated objective of the Corporation, as stipulated in section 3 of the Act, is as follows:

“The objects of the Corporation are

- (a) to incorporate, establish and carry on the business of companies and to develop, establish, operate, manage and carry on the business of projects, directly or indirectly, within the Corporation in order to
  - (i) create employment and income for residents of the Territories, primarily in small communities,
  - (ii) stimulate growth of businesses in the Territories; and
  - (iii) promote economic diversification and stability;
- (b) to invest in business enterprises in order to
  - (i) stimulate growth of businesses in the Territories, and
  - (ii) promote economic diversification and stability; and
- (c) to promote the economic objectives of the Government of Nunavut”.

## Mission

*The Nunavut Development Corporation is committed to the development of economic opportunities for Nunavummiut through the responsible delivery of creative programs and services that further employment opportunities in Nunavut communities.*

## Vision

The goal of the Corporation is to be self-sustaining, evolving to the point whereby its economic programs allow the Corporation to achieve self-sufficiency.

The Corporation will work closely with businesses, governments, and community groups to stimulate the Nunavut economy.

The Corporation will use its resources and programs to develop a positive economic presence.

The Corporation seeks to support self-sustaining, locally controlled enterprises, built upon the unique skills of our people and the abundant resources of our Territory.

Employment positively impacts quality of life and leads to healthier communities. Job creation and maintenance will be measured and will be a key indicator of our success.

## **Values**

Flexible – We are open and welcome positive change.

Honest – We are honest and open in our interactions with each other and with the Nunavut public.

Inuit Qaujimajatuqangit (“IQ”) – The Corporation will place a high value on Inuit traditional knowledge particularly as it relates to our involvement in Nunavut’s arts & crafts and meat & fish sectors.

Trust – We maintain a high degree of integrity; we strive to do what is right.

Fairness – We treat every individual or group in an impartial and equitable manner.

Openness – We conduct our affairs transparently.

Responsible – We demand high ethical standards from ourselves and our partners. We will work to conduct ourselves in a manner that preserves the environment, promotes sustainability and safeguards the interests of stakeholders.

## OPERATING OBJECTIVES - CORPORATE

### Headquarters

#### Funding Summary

HEADQUARTERS	2007-2008	2006-2007
Subsidy Program Fund- <i>continuing operations</i>	1,274,000	1,224,000
Capital Program Fund	5,000	60,000
<b>Gov't of Nunavut Core Program Funding – -Vote 1</b>	<b>1,279,000</b>	<b>1,284,000</b>
<b>Gov't of Nunavut Capital Program Funding – Vote 2</b>	-	-
<b>TOTAL GOV'T OF NUNAVUT FUNDING</b>	<b>1,279,000</b>	<b>1,284,000</b>
JOB FORECAST	5	5

#### Headquarters Overview

The Nunavut Development Corporation has its sights set on achieving self-reliance by the year 2023 whereby its economic programs and investments are self-financing. The Corporation will continue to evaluate individual components in each of its key operational areas to determine which core activities bring the greatest overall economic benefit both in terms of assisting the Corporation in meeting its long-term operating objectives and its job creation targets.

A five-member senior management team staffs headquarters. Ongoing corporate undertakings and services provided by the headquarters include:

- corporate business planning and budget development
- corporate accounting, internal audit and public reporting
- corporate policy development and compliance monitoring
- corporate governance development and implementation
- corporate management of legal registries and minute books
- corporate advertising strategy development and execution
- providing business planning and budget development support for subsidiaries and sales division
- providing comprehensive operational support for subsidiaries and sales division
- providing capital planning and administration services for subsidiaries and sales division
- providing capital project management for subsidiaries and sales division
- providing human resources support to subsidiaries and sales division
- providing IT support to subsidiaries and sales division
- ongoing monitoring of financial performance and key indicators at subsidiaries and sales division
- ongoing monitoring of all related regulatory environments of which subsidiaries and sales division are subject
- developing and implementing special Inuit arts and crafts direct buying expeditions to communities throughout Nunavut
- developing and implementing special Corporate projects such as involvement in Canada Winter Games - Whitehorse 2007, Vancouver 2010 Winter Olympics, Iqaluit Tradeshow, Kitikmeot Tradeshow and the Boston Seafood Show

**Headquarters Operating Budget 2007-2008**

<b>Line Item</b>	<b>Budgeted Amount</b>
Interest Revenue	(36,000)
Advertising	100,000
Amortization	15,600
Bank Charges	3,600
Board – Honoraria	32,400
Board - Meeting Expenses	2,400
Board–Travel& Accommodation	69,600
Communications	18,000
CPP/EI Expenses	17,520
Employee Benefits- Pension	60,000
Equipment Leases	1,020
Freight & Postage	6,000
Legal Fees	12,000
Maintenance & Repair	15,600
Office Supplies	17,040
Payroll Service Fee	5,760
Professional Fees	81,600
Salaries & Allowances	590,520
Sales Support – Subsidiaries	29,920
Staff Travel	118,000
Trade Mission & Trade Fairs	50,000
Translating	6,000
Travel Subsidiary Companies	33,960
Utilities & Snow Removal	21,060
WCB	2,400
<b>Total Budget</b>	<b>1,274,000</b>

**Headquarters Other**

Headquarters personnel make every effort to visit each and every subsidiary company twice a year to physically monitor operations, provide hands-on operational support, meet with the local community board members and provide any other related support services as may be deemed necessary. Headquarters staff also visit the sales division annually to monitor year-end procedures and attend the inventory count.

The Corporation is also represented on numerous economic boards & agencies throughout Nunavut, some of these include:

- Nunavut Economic Forum
- Baffin Fishing Coalition
- Nunavut Harvesters Association
- Kitikmeot Muskox Working Group
- Baffin Chamber of Commerce
- Kivalliq Chamber of Commerce
- Nunavut Arts & Crafts Task Force

The Board of Directors of the Nunavut Development Corporation consists of nine members. The full board meets twice a year face-to-face, once in Iqaluit and once in Rankin Inlet. The Corporation

also utilizes an Executive Committee to assume the legislated roles extended to it under the Act. The Executive Committee meets quarterly, usually by teleconference, to deal with matters that are before it.

<b>Headquarters</b>	
<b>Proposed 2007-2008 Capital Projects</b>	
From Capital Fund (Core Funding) – Vote 1	
Project # 1 New Computers	\$ 5,000
<b>Total Capital</b>	<b>\$ 5,000</b>

## The Sales Division

<b>NDC SOUTH</b>	<b>2007-2008</b>	<b>2006-2007</b>
Subsidy Program Fund	300,000	300,000
Capital Program Fund	100,000	25,000
<b>Gov't of Nunavut Core Program Funding</b>	<b>400,000</b>	<b>325,000</b>
<b>Gov't of Nunavut Capital Program Funding</b>	<b>-</b>	<b>-</b>
<b>TOTAL GOV'T OF NUNAVUT FUNDING</b>	<b>400,000</b>	<b>325,000</b>
SALES FORECAST	1,500,000	1,460,000
JOB FORECAST	4	4
NUNAVUT ARTISANS	20	17

## The Wholesale Division

### Change of Venue

The Wholesale Division was informed in 2006-2007 that unless the division wanted to buy its existing leased commercial facility, it would have to vacate the current premises upon the expiry of the current lease in November of 2007. The current owner is converting the property to commercial condominiums and after careful analysis it was decided by senior management that the offered sale price was too high. Further the division had in many ways out grown the current facility in recent years. In 2007-2008 the Wholesale Division will seek out a new commercial venue in the Mississauga area, one that more suits its current sales volumes and shipping & receiving requirements. It is anticipated that a facility can be located for approximately the same per sq foot cost as the current facility so no significant increase in operational costs are anticipated. It is anticipated however that there will be associated leasehold costs that will have to be incurred to make the new facility suitable for continuing wholesale operations. The anticipated cost of the leasehold hold improvements on the new wholesale facility is \$100,000.

### Independent Buying Agents

The Wholesale Division will continue to actively seek out independent community buying agents in all Nunavut communities who will procure local arts and crafts on behalf of the Corporation. It is the objective of the Wholesale Division to have buying contacts in place in every Nunavut community within five years. Such an approach will allow the Corporation to access a wider variety of Nunavut arts and crafts in a more economical manner and reduce the overhead costs associated running a permanent facility in a remote community. The division will provide training and support to interested participants or organizations that want to act as a buying agent for the Wholesale

Division. The agent will receive ongoing training and support along with a negotiated “agency fee” or commission for acting on behalf of the Corporation.

Currently the Wholesale Division maintains active buying contacts in the following communities:

- **Kimmirut**  
The Wholesale Division has developed a buying relationship with the Quliruaqut Arts & Craft Society of Kimmirut whereby the local company regularly supplies NDC with Kimmirut carvings.
- **Clyde River**  
The Wholesale Division has developed a working relationship with the Aarruja Development Corporation and we are looking to increase our local arts & crafts purchasing from this community.
- **Broughton Island**  
The Wholesale Division has developed a working relationship with Leelee Enterprises whereby it accesses local arts & crafts and narwhal tusks for resale in southern Canada.
- **Cape Dorset**  
Working closely with Arts Inuit, the Wholesale Division actively procures high volumes of stone carvings from new and up and coming Cape Dorset artisans.
- **Iqaluit**  
The Inukshuk Carving studio provides high quality Inuit hand crafted jewellery to the Wholesale Division on a regular basis.

### Direct Buying Expeditions

The Wholesale Division, working closely with Headquarters personnel, also plan direct buying expeditions into communities where Corporate buyers are not presently established. In 2007-2008 buying trips are scheduled and budgeted for the following Nunavut communities:

- |                      |                                      |           |
|----------------------|--------------------------------------|-----------|
| • Sanikiluaq         | Two trips with a estimated budget of | \$ 75,000 |
| • Gjoa Haven         | Two trips with a estimated budget of | \$ 20,000 |
| • Kugaaruk           | Two trips with a estimated budget of | \$ 15,000 |
| • Kugluktuk          | One trip with a estimated budget of  | \$ 15,000 |
| • Grise Fiord        | One trip with estimated budget of    | \$ 10,000 |
| • Arctic Bay         | One trip with estimated budget of    | \$ 10,000 |
| • Resolute Bay       | One Trip with estimated budget of    | \$ 10,000 |
| • Chesterfield Inlet | One Trip estimated budget of         | \$ 5,000  |
| • Whale Cove         | One Trip estimated budget of         | \$ 5,000  |

### Improving Industry Cooperation

The Wholesale Division will attempt to take a lead role in building positive relationships with other Nunavut fine art retailers and wholesalers in an effort to elevate the awareness of the overall Nunavut arts and crafts industry in Canada’s southern markets. Initiatives such as the development of an industry association comprised of key southern retailers and wholesalers of Inuit art will be pursued in an effort to foster stronger front-end cooperation among industry participants. Joint commercial marketing and retailing initiatives will be explored with the intent of better taking advantage of potentially lucrative international events and expositions. Finally, efforts will continue to strengthen cooperative buying initiatives in Nunavut with such entities as the Northwest Company and Arctic Coops so as offer additional opportunities for artisans to sell their goods.



**International Advertising and Promotion**

The Wholesale Division will continue to take the lead with its aggressive promotion of all things “Nunavut Made”. The Division will focus many of its efforts on professionally showcasing the talents and resourcefulness of our arts and crafts community at numerous national and international industry-trade events. Whether traditional stone carving or high-end jewellery, if it is made in Nunavut it will be showcased. Along with promoting our arts and crafts community the Division also works diligently to promote the Territory’s commercial and tourism opportunities as well. The Wholesale Division anticipates its participation at the following major tradeshow in the coming fiscal year:

- Toronto Gift and Tableware Show – Spring and Fall
- Montreal Gift Show – Spring and Fall
- Vancouver Gift Show – Spring & Fall
- Boston Seafood Show-Spring
- Chicago Gift Show-Spring (tentative)
- Iqaluit Tradeshow-Spring
- Kitikmeot Tradeshow-Winter

**Muskox Leather Program**

Incorporating muskox leather from the re-invigorated Kitikmeot muskox harvest, the Wholesale Division will fully roll out its new line of exciting muskox leather products. The “new” NDC Nunavut line will incorporate a classic style muskox leather jacket for both men and women along with a full line of high-end accessories including vests, hats, purses, brief cases, and gloves.

**Arctic Nunavut Retail**

Two Arctic Nunavut retail stores are operated in the Greater Toronto Area and provide a front-line conduit for the flow of arts and crafts from Nunavut Development Corporation subsidiaries and agents. It has been decided by the Board of the Corporation that the Arctic Nunavut Retail Division should be reasonably self sustained and operate without financial assistance from the Corporation. Therefore the Arctic Nunavut retail division will be critically assessed over the coming years from both a job creation and operational cost perspective to ensure this expectation is attained.

<b>Sales Division</b>	
<b>Proposed 2007- 2008 Capital Projects</b>	
From Capital Fund (Core Funding) – Vote 1	
Project #1 Leasehold Improvements	\$100,000
<b>Total Capital</b>	<b>\$100,000</b>

**Other Corporate Priorities**

**Divestment of Majority Interest in Subsidiaries**

Presently NDC maintains a majority equity position in all its subsidiaries. Where minority partners exist, the board structure of the subsidiary is proportionally representative of each shareholder’s interest. The current equity structure prevents local minority owners from assuming a “true” controlling interest in the company as NDC holds in excess of 51% of the voting stock. Ultimately it

is the objective of the Corporation to turn over as much control as is functionally practical to community based owners.

The current majority ownership structure acts as a barrier to subsidiary companies in accessing alternate funding sources. As the subsidiaries are frequently deemed to be “government agencies”, given NDC’s majority ownership position, the current ownership structure often runs contrary to other outside funding agency’s qualifying the criteria (e.g. government’s not funding other governments). However it is anticipated that with the new equity structure both companies will be in a better position to seek alternative third-party funding sources primarily as it relates to additional outside sources of capital project funding.

As well under the current structure, NDC’s subsidiaries are often not given preferential treatment under the Government of Nunavut’s Nunavummi Nangminiaqatunik Ikajuuti Policy. This reality has hindered the development of some subsidiary companies as they do not receive the bid preferences as stipulated in the policy when bidding on government contracts.

In the coming year NDC will continue to advance this initiative at Pangnirtung Fisheries Ltd (“PFL”) and Uqqurmiut Arts & Crafts Ltd (UA&C) with the intent of turning effective control over to our local partners Cumberland Sound Fisheries Ltd (“CSFL”) and the Uqqurmiut Inuit Artists Association (UIAA) respectively. Both CSFL and the UIAA have officially expressed their interest to pursue a controlling interest in their respective entities. As well both potential ownership groups are well established and both maintain significant equity interests in their respective businesses.

### Three Year Budget Estimates

The following three-year funding table attempts to bring about the level of consistency and stability required for the Corporate to properly plan and meet its targeted corporate economic development objectives within Nunavut.

	<b>Budget 2007-2008</b>	<b>Budget 2008-2009</b>	<b>Budget 2009-2010</b>	<b>Total</b>
<b>Subsidiaries</b>				
Ivalu	-	-	-	-
Jessie Oonark	150,000	150,000	150,000	450,000
Kiluk	130,000	130,000	130,000	390,000
Kitikmeot Foods	220,000	220,000	220,000	660,000
Kivalliq Arctic Foods	250,000	250,000	250,000	750,000
Pangnirtung Fisheries	270,000	270,000	270,000	810,000
Taluq	130,000	130,000	130,000	390,000
Uqqurmiut Arts & Crafts	170,000	170,000	170,000	510,000
Papiruaq Fisheries	34,000	34,000	34,000	102,000
<b>Operating Subsidies - Subsidiaries</b>	<b>1,354,000</b>	<b>1,354,000</b>	<b>1,354,000</b>	<b>4,062,000</b>
<b>Core Capital Contributions -Subsidiaries</b>	<b>260,000</b>	<b>260,000</b>	<b>260,000</b>	<b>780,000</b>
<b>Operating Subsidies –Sales Division</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>900,000</b>
<b>Operating Headquarters</b>	<b>1,274,000</b>	<b>1,274,000</b>	<b>1,274,000</b>	<b>3,822,000</b>
<b>Total Funding</b>	<b><u>3,188,000</u></b>	<b><u>3,188,000</u></b>	<b><u>3,188,000</u></b>	<b><u>9,564,000</u></b>

## THE MEAT AND FISH SUBSIDIARIES

The Corporation intends to fully rationalize its meat and fish operations by continuing to develop new meat and fish products and by-products. Market development for new meat and fish products utilizing production by-products not currently used will be explored either directly or in partnership with key industry partners such as HTO's, DIO's and other interested parties. Items of specific interest include making better utilization of animal hides by more aggressively seeking new skin and leather products. Other considerations include offering by-products such antler, horn and hides to Territorial artisans for use in development of new mediums of Inuit arts and crafts.

Additionally the Corporation will work to assist other stakeholders in the commercial harvesting sector by offering advice and support through the sharing of acquired knowledge in the key areas of harvesting, processing, licensing, marketing and exporting of Nunavut's wild game resources.

The Corporation will actively support the development of sustainable commercial harvests in Nunavut. Through our participation, directly or indirectly, we will advocate practices that have minimal effect on our environment. The Corporation will also research and seek energy reduction initiatives at our meat & fish processing facilities to reduce consumption and contribute to the Canadian commitment of green house gas reduction.

The Corporation will actively work to finalize a "Nunavut Brand" for all of its meat and fish exports bringing about enhanced brand recognition and cost savings achieved through coordinated marketing efforts and standard packaging and labelling. The Corporation will ensure both its "Truly Wild" brand name for all Nunavut fisheries products and "Tundra Brand" for all Nunavut red meat products (muskox and caribou) are both duly registered and protected. Market reaction to both labels has been very positive and other industry participants have actively adopted the brand names.

Individually the Nunavut Development Corporation's subsidiary companies plan the following for the coming year:

### Kitikmeot Foods Ltd.

Cambridge Bay

<b>KITIKMEOT FOODS LTD.</b>	<b>2007-2008</b>	<b>2006-2007</b>
Subsidy Program Fund	220,000	220,000
Capital Program Fund	82,000	32,500
<b>Gov't of Nunavut Core Program Funding</b>	<b>302,000</b>	<b>252,500</b>
<b>Gov't of Nunavut Capital Program Funding</b>	-	-
<b>TOTAL GOV'T OF NUNAVUT FUNDING</b>	<b><u>302,000</u></b>	<b><u>252,500</u></b>
SALES FORECAST	700,000	600,000
JOB FORECAST	15	13

The Nunavut Development Corporation holds 98% of the voting stock at Kitikmeot Foods Ltd., the remaining 2% of voting stock is held by the Ikaluktutiak Co-op.

### The Muskox Harvest

In 2007-2008 the company intends to build upon the success of past muskox harvests undertaken in the previous two years. The harvest model being utilized has proved cost effective and operationally efficient. The company is targeting a harvest threshold of 600 animals in 2007-2008 compared with just fewer than 300 animals in 2005-2006. The increased volume speaks to improvements in processing efficiency, hunt mechanics and growing demand resulting from

consistency of supply and quality of product. Sales growth is highly concentrated in the NWT and Alberta.

**The Char Fishery**

Kitikmeot Foods will also remain actively involved and committed to the region’s commercial char fishery. Char, harvested using the weir method, is of the highest quality and is in demand throughout northern and southern market places. Efforts will continue to maximize the weir fishing method. An estimated 90,000 lbs. of char will be harvested from key fishing rivers in the Cambridge Bay area creating seasonal employment for up to 15 local fishermen.

<b>Kitikmeot Foods Ltd.</b>	
<b>Proposed 2007-2008 Capital Projects</b>	
From Capital Fund (Core Funding) – Vote 1	
Project # 1 Freezer & Cooling Upgrades	\$ 45,000
Project #2 Fish Camp Upgrades	\$ 25,000
Project #3 Office & Security Upgrade	\$ 12,000
<b>Total Capital</b>	<b>\$ 82,000</b>

**Kivalliq Arctic Food Ltd.**

Rankin Inlet

<b>KIVALLIQ ARCTIC FOODS LTD.</b>	<b>2007-2008</b>	<b>2006-2007</b>
Subsidy Program Fund	250,000	250,000
Capital Program Fund	10,000	42,000
<b>Gov’t of Nunavut Core Program Funding</b>	<b>260,000</b>	<b>292,000</b>
<b>Gov’t of Nunavut Capital Program Funding</b>	<b>-</b>	<b>-</b>
<b>TOTAL GOV’T OF NUNAVUT FUNDING</b>	<b>260,000</b>	<b>292,000</b>
SALES FORECAST	1,500,000	1,500,000
JOB FORECAST	25	25

The Nunavut Development Corporation holds 100% of the voting stock at Kivalliq Arctic Foods Ltd.

**The Coral Harbour Caribou Harvest**

Kivalliq Arctic Foods will continue to work closely with the community of Coral Harbour in the mutual effort to develop environmentally and financially sustainable caribou harvests. Additionally the company will continue to provide operational and financial support to the harvest initiative.

Kivalliq Arctic Foods is committed to the long-term viability of this important Territorial undertaking and provided that the Southampton Island herd is stable and the hunt associated costs don’t exceed what can reasonably be recovered, the company looks forward to a ongoing and economically productive relationship with the people of Coral Harbour. It is well known that up to sixty local residents of Coral Harbour directly benefit from this undertaking and that that processing of the meat employs up to fifteen Rankin Inlet residents.

**The Chesterfield Inlet & Whale Cove Char Fishery**

Kivalliq Arctic Foods will also continue working closely with the communities of Whale Cove and Chesterfield Inlet as it works to support both local summer char fisheries. Kivalliq Arctic Foods will again assist in the operation of the Whale Cove Fish plant where it estimates landings of 15,000 lbs and seasonal employment for 10 local fishermen. Kivalliq Arctic Foods will also provide a direct outlet for the Aqigiq Hunters & Trappers Organization in Chesterfield Inlet to sell their char where it estimates landings of 15,000 lbs and seasonal employment for 10 local fishermen.

<b>Kivalliq Arctic Foods Ltd.</b>	
<b>Proposed 2007-2008 Capital Projects</b>	
From Capital Fund (Core Funding) – Vote 1	
Project # 1 Plant Wash-down System	\$ 10,000
<b>Total Capital</b>	<b>\$ 10,000</b>

**Pangnirtung Fisheries Ltd.**

Pangnirtung

<b>PANGNIRTUNG FISHERIES LTD.</b>	<b>2007-2008</b>	<b>2006-2007</b>
Subsidy Program Fund	270,000	270,000
Capital Program Fund	50,000	55,000
<b>Gov't of Nunavut Core Program Funding</b>	<b>320,000</b>	<b>325,000</b>
<b>Gov't of Nunavut Capital Program Funding</b>	<b>-</b>	<b>-</b>
<b>TOTAL GOV'T OF NUNAVUT FUNDING</b>	<b><u>320,000</u></b>	<b><u>325,000</u></b>
SALES FORECAST	2,300,000	2,200,000
JOB FORECAST	33	33

The Nunavut Development Corporation holds 51 % of the voting stock at Pangnirtung Fisheries Ltd., the remaining 49 % of voting stock is held by Cumberland Sound Fisheries Ltd.

**The Turbot Fishery**

Working with Cumberland Sound Fisheries, the Federal Department of Fisheries and Oceans, the Nunavut Wildlife Management Board and the Baffin Fishing Coalition, the company will work to ensure it has adequate access to necessary quota resources to ensure continued employment for up to forty full-time plant workers in the community. Additionally Pangnirtung Fisheries will continue to work closely with local inshore turbot fishermen during the winter Cumberland Sound “ice-fishery”. Inshore gear will continue to be made available and the winter fishery will continue to provide seasonal employment for up to fifty local individuals. It is hoped that inshore ice conditions will allow for a more successful fishery in the coming year where, if conditions are favourable, landings of 400,000 lbs are anticipated.

**The Char Fishery**

Pangnirtung Fisheries will also support local char fishermen, both winter and summer, and buy their char as harvested in the lakes and ocean. Up to fifty local fishermen rely on this fishery.

<b>Pangnirtung Fisheries Ltd.</b>	
<b>Proposed 2007-2008 Capital Projects</b>	
From Capital Fund (Core Funding) – Vote 1	
Project # 1 New Ice Making Equipment	\$ 50,000
<b>Total Capital</b>	<b>\$ 50,000</b>

**Papiruaq Fisheries Ltd.**

Whale Cove

<b>PAPIRUQ FISHERIES LTD.</b>	<b>2007-2008</b>	<b>2006-2007</b>
Subsidy Program Fund	34,000	34,000
Capital Program Fund	-	-
<b>Gov't of Nunavut Core Program Funding</b>	<b>34,000</b>	<b>34,000</b>
<b>Gov't of Nunavut Capital Program Funding</b>	<b>-</b>	<b>-</b>
<b>TOTAL GOV'T OF NUNAVUT FUNDING</b>	<b><u>34,000</u></b>	<b><u>34,000</u></b>
SALES FORECAST	25,000	25,000
JOB FORECAST	1	1

The Nunavut Development Corporation holds 51% of the voting stock at Papiruaq Fisheries Ltd., the remaining 49% of voting stock is held by the Issatik Hunters and Trappers Association.

**Whale Cove**

The seasonal plant will again open for six weeks in the summer and support char fishermen from the communities of Arviat, Whale Cove and Rankin Inlet. The plant provides significant economic spin-offs to the community both through direct employment and increased commercial activity generated by visiting fishermen. The plant itself provides seasonal work for two individuals during the months of July and August.

## THE ARTS AND CRAFTS SUBSIDIARIES

### Revised Production Efforts

As utility and other operational costs rise, it will be more difficult to fund these low volume operations; cost-per-job-ratios are already very high at these small companies. Changes in the overall approach to running the arts & crafts subsidiaries in Nunavut will continue.

It has become clear that the local production of non-traditional Nunavut themed souvenir items such as t-shirts or ball caps targeted for southern market places is not economically sustainable and the costs of such initiatives out weight the employment benefits. New more viable production strategies concerning these items must be sought that will allow the arts & crafts subsidiaries derive a greater economic benefit. In 2007-2008 the production and purchasing activities at the existing arts & crafts companies will focus more heavily on traditionally produced items such as authentic Inuit stone carvings, wall hangings, sewn goods and various other forms of contemporary and traditional Inuit art where we maintain a natural competitive advantage.

Additionally, the subsidiaries will actively seek out partnering opportunities with existing agencies, departments and community groups involved in the arts and crafts sector. Our facilities are highly functional and well equipped, we feel there is much to offer in this regard for initiatives such as the potential traditional sewing and design program being planned at Nunavut Arctic College. We believe that our Kiluk facility in Arviat could play a valuable role in the delivery of this course and would prove to be an excellent environment for such an initiative.

### Ivalu Ltd.

Rankin Inlet

<b>IVALU LTD.</b>	<b>2007-2008</b>	<b>2006-2007</b>
Subsidy Program Fund	-	-
Capital Program Fund	-	-
<b>Gov't of Nunavut Core Program Funding</b>	-	-
<b>Gov't of Nunavut Capital Program Funding</b>	-	-
<b>TOTAL GOV'T OF NUNAVUT FUNDING</b>	-	-
SALES FORECAST	170,000	160,000
JOB FORECAST	3	-

The Nunavut Development Corporation holds 100 % of the voting stock at Ivalu Ltd.

This company will operate without subsidy and will be located in the new offices of the Nunavut Development Corporation. It will act as a showpiece retail store for all Nunavut Development Corporation products along with a representative mixture of locally produced arts & crafts.

## Jessie Oonark Ltd.

Baker Lake

<b>JESSIE OONARK LTD.</b>	<b>2007-2008</b>	<b>2006-2007</b>
Subsidy Program Fund	150,000	150,000
Capital Program Fund	4,000	14,000
<b>Gov't of Nunavut Core Program Funding</b>	<b>154,000</b>	<b>164,000</b>
<b>Gov't of Nunavut Capital Program Funding</b>	<b>-</b>	<b>-</b>
<b>TOTAL GOV'T OF NUNAVUT FUNDING</b>	<b><u>154,000</u></b>	<b><u>164,000</u></b>
SALES FORECASTS	200,000	175,000
JOB FORECAST	6	5

The Nunavut Development Corporation holds 100% of the voting stock at Jessie Oonark Ltd.

The company will focus more heavily on the production and procurement of local arts & crafts. There will be efforts made once again to revitalize the traditional Sanavik printmaking program at JOL. The company will move away from the production of non-traditional items but will maintain production capacity to meet local, regional and Territorial demand for silk-screened or embroidered items.

<b>Jessie Oonark Ltd.</b>	
<b>Proposed 2007 - 2008 Capital Projects</b>	
From Capital Fund (Core Funding) – Vote 1	
Project # 1 New Computer	\$ 4,000
<b>Total Capital</b>	<b>\$ 4,000</b>

## Kiluk Ltd.

Arviat

<b>KILUK LTD.</b>	<b>2007-2008</b>	<b>2006-2007</b>
Subsidy Program Fund	130,000	130,000
Capital Program Fund	-	-
<b>Gov't of Nunavut Core Program Funding</b>	<b>130,000</b>	<b>130,000</b>
<b>Gov't of Nunavut Capital Program Funding</b>	<b>-</b>	<b>-</b>
<b>TOTAL GOV'T OF NUNAVUT FUNDING</b>	<b><u>130,000</u></b>	<b><u>130,000</u></b>
SALES FORECAST	190,000	180,000
JOB FORECAST	6	5

The Nunavut Development Corporation holds 100% of the voting stock at Kiluk Ltd. The company will focus more heavily on the production and procurement of local arts and crafts. Kiluk will also remain involved in the production of its Nunavut sealskin line of clothing and accessories such as vests and purses.



## Taluq Designs Ltd.

Taloyoak

<b>TALUQ DESIGNS LTD.</b>	<b>2007-2008</b>	<b>2006-2007</b>
Subsidy Program Fund	130,000	130,000
Capital Program Fund	-	-
<b>Gov't of Nunavut Core Program Funding</b>	<b>130,000</b>	<b>130,000</b>
<b>Gov't of Nunavut Capital Program Funding</b>	<b>-</b>	<b>-</b>
<b>TOTAL GOV'T OF NUNAVUT FUNDING</b>	<b><u>130,000</u></b>	<b><u>130,000</u></b>
SALES FORECAST	90,000	70,000
JOB FORECAST	4	4

The Nunavut Development Corporation holds 51% of the voting stock at Taluq Designs Ltd., the remaining 49% of voting stock is held by the Netsilik Argankvik Limited.

The company focuses on the production of plush dolls and animals reflecting legends and culture of the region and the procurement of local arts & crafts.

## Uqqurmiut Arts & Crafts Ltd.

Pangnirtung

<b>UQQURMIUT ARTS &amp; CRAFTS LTD.</b>	<b>2007-2008</b>	<b>2006-2007</b>
Subsidy Program Fund	170,000	170,000
Capital Program Fund	9,000	8,000
<b>Gov't of Nunavut Core Program Funding</b>	<b>179,000</b>	<b>178,000</b>
<b>Gov't of Nunavut Capital Program Funding</b>	<b>-</b>	<b>-</b>
<b>TOTAL GOV'T OF NUNAVUT FUNDING</b>	<b><u>179,000</u></b>	<b><u>178,000</u></b>
SALES FORECAST	600,000	500,000
JOB FORECAST	20	20

The Nunavut Development Corporation holds 51% of voting stock at Uqqurmiut Arts & Crafts Limited, the remaining 49% of voting stock is held by the Uqqurmiut Inuit Artist Association ("UIAA").

The company focuses on the production of tapestries, prints, sign making and the procurement of local arts and crafts. The company also operates a print gallery and retail studio out of the facility Uqqurmiut Centre. Both the Corporation and Uqqurmiut Arts & Crafts will continue working towards a satisfactory divestment strategy turning eventual controlling of majority ownership to the UIAA.

<b>Uqqurmiut Arts &amp; Crafts Ltd.</b>	
<b>Proposed 2007-2008 Capital Projects</b>	
From Capital Fund (Core Funding) – Vote 1	
Project # 1 Building Security Upgrade	\$ 9,000
<b>Total Capital</b>	<b><u>\$ 9,000</u></b>

## **Other Matters**

- *As mandated in the Nunavut Development Corporation Act 10% of all capital expenditures must be held in reserve in the Capital Reserve Fund. The reserve is to be used primarily as a contingency fund held for use in covering potential cost over runs of approved capital projects.*
- *As of March 31, 2006 the Corporation maintained an uncommitted balance of \$420,000 in its Venture Equity Fund.*



## Financial Summary

### 2007-2008 FUNDING SUMMARY BY ENTITY & PROGRAM

	SUBSIDY PROGRAM FUND	CAPITAL PROGRAM FUND	GOV'T OF NUNAVUT CORE FUNDING VOTE 1	GOV'T OF NUNAVUT CAPITAL FUNDING VOTE 2	TOTAL- GOV'T OF NUNAVUT FUNDING
Ivalu Ltd.	-	-	-	-	-
Jessie Oonark Ltd.	150,000	4,000	154,000	-	154,000
Kiluk Ltd.	130,000	-	130,000	-	130,000
Kitikmeot Foods Ltd.	220,000	82,000	302,000	-	302,000
Kivalliq Arctic Foods Ltd.	250,000	10,000	260,000	-	260,000
Pangnirtung Fisheries Ltd.	270,000	50,000	320,000	-	320,000
Taluq Designs Lts.	130,000	-	130,000	-	130,000
Uqqurmiut Arts & Crafts Ltd.	170,000	9,000	179,000	-	179,000
Papiruaq Fisheries Ltd.	34,000	-	34,000	-	34,000
<b>Sub Total Subsidiaries</b>	<b><u>1,354,000</u></b>	<b><u>155,000</u></b>	<b><u>1,509,000</u></b>	-	<b><u>1,509,000</u></b>
<b>Sub Total – HQ</b>	<b><u>1,274,000</u></b>	<b><u>5,000</u></b>	<b><u>1,279,000</u></b>	-	<b><u>1,279,000</u></b>
<b>Sub Total - Sales Division</b>	<b><u>300,000</u></b>	<b><u>100,000</u></b>	<b><u>400,000</u></b>	-	<b><u>400,000</u></b>
<b>Total GN Core Funding</b>	<b><u>2,928,000</u></b>	<b><u>260,000</u></b>	<b><u>3,188,000</u></b>	-	<b><u>3,188,000</u></b>

### 2007-2008 FUNDING SUMMARY

	2007-2008	2006-2007
<b>GOVERNMENT OF NUNAVUT CORE FUNDING</b>	<b>3,188,000</b>	<b>3,188,000</b>
<b>GOVERNMENT OF NUNAVUT CAPITAL</b>	-	-
<b>TOTAL GOVERNMENT OF NUNAVUT FUNDING</b>	<b>3,188,000</b>	<b>3,188,000</b>